

CONGRUENCE BETWEEN SELF AND SUBORDINATES'
PERCEPTIONS ABOUT LEADERSHIP STYLES AND PERFORMANCE
IN BANKING SECTOR OF PAKISTAN

BY

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DISSERTATION

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ABSTRACT

The banking sector has been the fast growing sector in Pakistan and facing various challenges, including high turnover, lack of job satisfaction and organizational commitment. The followers' behavior fit with the leadership style is an indicator of good performance whereas incongruity leads to the poor (individual and organizational) performance. The purpose of this study was to examine the congruence between managers' (self) and subordinates' perceptions about their leadership styles and its impact on performance outcomes. Leadership styles (independent variables) included transformational leadership, transactional leadership and laissez-faire leadership. The outcomes (dependent variables) consisted of effectiveness, extra effort, satisfaction, and organizational commitment. The data was collected from sixty-five banks (65 managers and 225 subordinates) using MLQ 360 (5 X Short) by Bass and Avolio and OCQ by Meyer and Allen. The managers responded about their self-perceived leadership styles and its relationship with performance outcomes. The subordinates responded about their perceptions of managers' leadership styles and its impact on performance outcomes. The data was analyzed using MANOVA, ANOVA and multiple regression analysis. The results showed that the banking sector of Pakistan is a male dominant sector, echoed with the young and well-educated workforce. The results indicated significant differences between managers' (self) and subordinates' perceptions about their leadership styles at dimension level. In addition, a significant difference was found between managers and subordinates about the impact of transformational leadership style and laissez-faire leadership style on different outcomes.

Key words: Leadership Style, Outcomes, Banking, Pakistan

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

To My Parents and Teachers

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CHAPTER 1

INTRODUCTION

1.01 Background of the Study

Every organization goes through a succession of changes for its development depending upon different internal and external factors. It is the effective leadership that plays a central role in all changes for the success of any organization. Hence, the role of leadership cannot be ignored in the success or failure of any organization. It is the center of almost every activity in the organization, i.e. defining the vision, making strategic decisions and implementing those decisions. In this fast global and technological era, organizations are facing different adaptive changes (Heifetz & Laurie, 1997) which are necessary to survive in the competitive market (Kotter, 1995). According to Kotter (1995), change demands a new system “which in turn demands leadership”.

Leadership has been a focus of studies for a long time in social science. But still it is considered the most studied and least understood area (Humphreys, 2001). Leadership is considered to be the art of attracting, refining, retaining and utilizing the human capital of any organization in an effective way but there is no single agreed definition of leadership. Different scholars and practitioners define leadership in different ways. According to Fielder (1967), leadership is an interpersonal relationship in which power and influence is unevenly distributed and one person directs and controls the behaviors of others. Northouse (2009) takes leadership as a power relationship which exists between the leader and the followers. However, most of the scholars and practitioners agree that employees' performance, commitment, and satisfaction in any organization generally depends on the quality of its leadership (Ristow, Amos, & Staude, 1999). That's why; leadership is usually considered as the ability to influence subordinates (their

behavior and attitude) and/or to transform the organization (Conger & Kanungo, 1987; House, 1976). In other words, in this competitive age, organizations are in need for such leaders who can align the organization with competitive challenges and can motivate the workforce to exert extra efforts to achieve organizational goals. According to Friedman (2005), it is a paradigm shift which demands some new kind of leaders.

Leadership of any organization has direct as well as indirect impact on the performance of the workforce in any organization (Gadot, 2007). However, leadership styles and its influence on the performance of individuals and organizations differ in different situations and cultures. According to Bhagat and Steers (2009) leadership is not the same thing across cultures. For last few decades, a number of researches have been conducted and different models have been developed to investigate the leadership styles in different organizations throughout the globe. However, studies on the relationship between leaders' self and others' perceptions need further and thorough investigation. This phenomenon is understudied even in North American and European hemisphere, and if we talk about the developing countries, it is far-fetched from the current extent of literature. There is a common agreement among researchers that leadership style and power varies from culture to culture. According to Fatehi (1996), a good leader in one culture may not be a good leader in other cultures. Cultural differences strongly influence leadership styles, norms and traditions. Therefore, the theories and models of leadership need cultural validation. Muczyk and Holt (2008) state that leadership styles and approaches should be effectively aligned with culture because it affects the organizational performance (Willmott, 2000). The influence and effectiveness of leaders varies considerably based on the cultural forces in which leaders perform.

1.02 Pakistani Context



Figure 1: Map of Pakistan

Pakistan, officially The Islamic Republic of Pakistan, is situated in the Western part of the Indian subcontinent. The name Pakistan is derived from two Urdu words Pak (pure) and Stan (country). Pakistan is the sixth most populous country in the world with more than 190 million people. The current territory of Pakistan had been the center of several ancient cultures and undergone many invasions. It has been ruled by different empires and dynasties which caused the promotion of different cultures. All these people left their influence on the cultural traditions of Pakistan. Pakistan is a culturally diverse country. There are many differences among different

ethnic groups in different aspects, i.e. dress, food, religion, language and traditions. There are more than 26 languages spoken in Pakistan. However, Urdu and English are national and official languages respectively. Pakistan consists of the following four provinces, one federal capital territory, two autonomous territories and a group of federally administered tribal areas.ⁱ

Punjab is the most populous province of Pakistan and consists of approximately 60% of the total country's population. In addition, it is the most prosperous province of Pakistan. The city of Lahore is the capital of this province. The other main cities of Punjab are Multan, Faisalabad, and Rawalpindi. The word Punjab is the combination of two Persian words panj (five) and ab (water). That's why; it is also called the land of five rivers. Although, there are many languages and sub-cultures within Punjab yet Punjabi and Saraiki are the main languages with particular sub-cultures. Due to its main role in the country's economy and large population, Punjab has significant importance in national affairs. It consists of 36 districts.

The province of Sindh and the people live in this region are designated after the river's name Sindh. It was called Sindhu River prior to the creation of Pakistan and now it is known as the Sindh (Indus) river. The province of Sindh is also called Mehran and Bab-ul-Islam (the gate of Islam). Sindh is located on the western corner of South Asia and is the third largest province of Pakistan (geographically). Sind has been the center of many old civilizations like the Indus Valley Civilization (around 3000 BCE).ⁱⁱ Sindh is the second largest economy in Pakistan. Karachi is the capital city of Sindh Province and the economic hub of Pakistan. The main languages of Sind province are Sindhi and Saraiki. It consists of 23 districts.

Khyber Pakhtunkhwa, formally known as North-West Frontier Province, located in the North West of the country. There are many ethnic groups in this province. However, the Pashtun people are the main ethnic group. Pashto and Urdu are the main languages spoken in Khyber

Pakhtunkhwa. Peshawar is the capital of this province. The population of Khyber Pakhtunkhwa is almost 23 million and almost all the population is Muslim. Khyber Pakhtunkhwa shares its border with Afghanistan and has been suffering from many decades. Irrespective of the large number of refugees in province, it is the third largest economy of Pakistan. It has 25 districts including five provincially administered tribal areas. Some of the districts of Khyber Pakhtunkhwa are famous for their natural beauty and attracts thousands of tourists from all over the world every year.

Baluchistan is situated in the south-west of Pakistan and is the largest province of Pakistan by the area and covers 44% of Pakistan's total area. It also shares its border with Afghanistan. Baluchistan has significant importance for its strategic location. Baluchistan is situated at the Strait of Hormuz and is the shortest route from seaports to Central Asia. Quetta is the capital of Baluchistan province. The economy of Baluchistan is based on natural gas, coal and other minerals. The population of Baluchistan is very low due to scarcity of water. Balochi, Pashto and Brahui are the main languages spoken in Baluchistan. It consists of 30 districts.

Islamabad is the capital of Pakistan. It is the ninth largest city of Pakistan. The population of Islamabad is almost 1.25 million. The city of Islamabad was built in 1960 to replace the Karachi as the capital of Pakistan. Islamabad, as the capital of Pakistan, is home to many migrants from other regions of Pakistan. That's why; it has a cultural diversity. Islamabad has the representation of almost all cultures, languages and regions of Pakistan. However, the results of pilot study showed that the banking sector of Pakistan is not influenced by the sub-cultures in the country (Asrarulhaq, 2012). Further, no significant difference was found between the perceptions of managers and subordinates about leadership styles and performance across regions. Therefore, it is assumed that the banking sector across the country represents same

cultural values and norms. In other words, the banking sector of Pakistan is influenced by same (national) culture across the country. Based on the Hofstede (1980, 2001) dimensions of culture, Pakistan has been characterized as collectivist and moderate masculine nation with high uncertainty avoidance and high power distance (Hofstede, 1991; Budhwar & Debrah, 2001). The following is a brief overview of Pakistani culture. The score for each cultural dimension is taken from The Hofstede Centerⁱⁱⁱ.

Pakistan is a hierarchical society with 55 score on the power distance dimension. It means that Pakistanis have respect for authority. Everybody has a particular position and needs no further justification. Power distance has a significant role in the perception and practice of effective leadership styles. In high power distance societies, centralization is popular and subordinates expect to be told what to do. The organizations are flat structured and the benevolent autocrat leaders are considered effective leaders. The role of middle management is not significant.

Pakistan is a collectivist country with the score of 14 on the individualism dimension of Hofstede. People are emotional, like to be part of unified groups and have strong relationships with others (fellow members). In collectivist societies, the relationship between leader and subordinates is based on emotional and personal attachment rather just professional interaction. The relationship between employer and employee is perceived in moral terms. Therefore, the perception of effective leadership style in collectivist society may be different from other societies. Further, Pakistani society is inclined towards moderate masculinity and has 50 score on the Hofstede masculinity index. It illustrates that Pakistanis are more aggressive, competitive and ambitious. Organizations, in such societies, have distinct roles for men and women. The difference of gender has different preferences for leadership behaviors.

Pakistan scores 70 on the uncertainty avoidance dimension. It reflects that Pakistani society has a high preference for avoiding uncertainty. The people in such countries have firm belief and behavior. The people with such beliefs and nature are less risk taking and have different perceptions of effective leadership styles.

Transformational and Transactional leadership styles are considered western leadership styles and may have different preferences for effective leadership styles in other countries (Northouse, 2009). Based on the above cultural profile of Pakistan, the present study examined the perceptions and preferences of managers and subordinates about managers' leadership styles and performance in the banking sector of Pakistan. It is assumed that the high rated cultural dimensions (power distance, masculinity and uncertainty avoidance) in Pakistan did not have significant impact on the results and is aligned with the findings of available literature.

1.03 Banking Sector of Pakistan

Pakistan is a developing country with a blend of different sectors which play a significant role in its economy like textile, agriculture, and sports goods manufacturing. However, the importance of the financial sector cannot be ignored in any way. The banking sector, as part of the financial sector, facilitates economic activities and plays an important role in the progress of the country.

If we look at the past, the performance of the banking sector in Pakistan was very lethargic. It has been facing different problems like lack of efficiency, the high intermediate cost of funds, Government unnecessary involvement, over staffing, and mismanagement of funds. Even some banks or branches of certain banks were opened by the authorities against the national interests. The Mehran bank scandal (currently in the court) is one of such examples.

However, in the early 1990s, the State Bank of Pakistan initiated some reforms for the financial sector, i.e. reforms to strengthen the governance and supervision of banks and reforms to reduce segmentation in the government debt market to the privatization of banks (Husain, 2005)^{iv}.

Since privatization and technological reforms in banking, the banking sector of Pakistan has become a competitive and productive sector. It has a great role in the economy due to high growth rate and providing more employment opportunities. According to Rahim (2010), the banking sector of Pakistan is progressing at the rate of 23% per year since 2005. It has been considered a highly growing sector and a sector at its boom (State Bank of Pakistan, 2010). Though employment opportunities in banks are highly paid yet the level of satisfaction among the employees is low. It is evident from the researches that the banking sector has numerous problems which cause stress, dissatisfaction, health issues and high turnover in banking industry. Although, there are different reasons for such problems yet the supervisors' behavior is considered one of the common root causes. Based on available literature, it may be inferred that congruence between leadership styles and followers' needs is the key to success for any organization. In this regard, it was necessary for the leadership to know about the needs of their followers and what they think about their leaders. The present study examined the congruence of self and subordinates' perceptions about leadership styles and performance in the banking sector of Pakistan using the full range leadership model of Bass and Avolio (2011). The full range leadership model has been studied in abundant organizational settings and is considered one of the most effective models to measure effective leadership skills in different organizations. However, there was a gap in the literature about leadership in Pakistan and studies on the relationship between self and others' perceptions do not exist. All the available literature on leadership in Pakistani settings was from one particular perspective. There was need to study the

leadership from self and others' perspectives in Pakistani settings. Therefore, this study is the first effort to examine the congruence between self and others' perceptions about leadership styles and performance in a developing country like Pakistan. Moreover, the present study is a valuable addition in existing literature on leadership generally and congruence between self and others' perceptions about leadership style and performance especially.

1.04 Problem Statement

Banking sector of Pakistan is a fast growing business sector in Pakistan. According to World Bank study report, the Pakistani banking sector has been ranked second among the South Asian countries for its performance (Rehman & Raoof, 2010). The competition in the banking sector is increasing day by day. Today, the high pressure on the economy of Pakistan and changing monetary policies has increased the importance and challenges of this sector. In addition, the long work hours, stress, employees' lack of commitment, job dissatisfaction and high turnover in banks have intensified the need for effective leadership. The banking sector in Pakistan is part of the global standard corporate systems. Therefore, it can safely be assumed that results generated from this study may help to understand the same phenomenon in other contexts too.

In order to maintain the growth and achieve higher objectives, the top management in the banks needs to understand the problems and make strategies to satisfy, retain, and motivate employees to exert extra efforts. It needs such leadership in its branches that can achieve organizational goals efficiently and effectively. Leaders should have the ability to motivate its employees to exert extra efforts to achieve higher goals. Moreover, the existing leadership team (managers) should adopt such leadership styles that help to augment subordinates' satisfaction,

their efforts and performance. According to the Full Range of Leadership (FRL) model by Bass and Avolio (1994), the most effective leadership styles are transformational and transactional leadership styles, if adopted collectively, to motivate subordinates, influence their behaviors and attitudes and improve their performance. Although FRL model has been validated in numerous settings to measure the impact of both transformational and transactional leadership styles, yet the researchers are unable to reach some final conclusion that what types of leadership styles should be used in which settings. It might be due to the difference of culture (organizational as well as national). Leadership is not the same thing across cultures (Bhagat & Steers, 2009) and leadership styles may be perceived differently in different settings. Therefore, there is an acute need of study that helps the leadership to know about their leadership styles and performance in different cultures through the perceptions of their followers and help them change their leadership styles according to the need to achieve higher goals.

1.05 Purpose of the Study

The purpose of this study is to determine which leadership styles among transformational, transactional and laissez-faire dominantly exist, and which style is perceived as most effective in the banking sector of Pakistan. In addition, the present study examined the congruence between self and subordinates' perceptions about the impact of managers' leadership styles (transformational, transactional and laissez-faire) and their effectiveness, subordinates' satisfaction with their leaders, willingness to exert extra effort and organizational commitment. To achieve objectives of the study, the well-established Multifactor Leadership Questionnaire (MLQ) 5X short by Bass and Avolio^v and the shortened version of Organizational Commitment Questionnaire (OCQ) by Meyer and Allen (1997) is used to collect data for this study.

1.06 Research Hypotheses

The main purpose of this study is to examine the congruence between managers' (self) and subordinates' perceptions about leadership styles and performance. Additionally, the relationship between leadership styles (transformational, transactional, and laissez-faire) and performance outcomes (effectiveness, extra effort, satisfaction, affective commitment, continuance commitment, and normative commitment) as perceived by managers and subordinates is also explained. Based on the Bass and Avolio (2011) Full Range of Leadership (FRL) model and existing literature on transformational, transactional and laissez-faire leadership styles and performance outcomes, the following hypotheses are established:

H1: There is a significant difference between self and subordinates' perceptions about leadership styles of managers in the banking sector of Pakistan.

H1a: There is a significant difference between self and subordinates' perceptions about transformational leadership style of managers in the banking sector of Pakistan.

H1b: There is a significant difference between self and subordinates' perceptions about transactional leadership style of managers in the banking sector of Pakistan.

H1c: There is a significant difference between self and subordinates' perceptions about laissez-faire leadership style of managers in the banking sector of Pakistan.

H2: There is a significant relationship between managers' self-perceived leadership styles (transformational, transactional and laissez-faire) and subordinates' perceived outcomes in the banking sector of Pakistan.

H2a: There is a significant relationship between managers' self-perceived leadership styles and effectiveness with their leaders in the banking sector of Pakistan.

H2b: There is a significant relationship between managers' self-perceived leadership styles and subordinates' exert to extra effort in the banking sector of Pakistan.

H2c: There is a significant relationship between managers' self-perceived leadership styles and subordinates' satisfaction with their leaders in the banking sector of Pakistan.

H2d: There is a significant relationship between managers' self-perceived leadership styles and subordinates' affective commitment in the banking sector of Pakistan.

H2e: There is a significant relationship between managers' self-perceived leadership styles and subordinates' continuance commitment in the banking sector of Pakistan.

H2f: There is a significant relationship between managers' self-perceived leadership styles and subordinates' normative commitment in the banking sector of Pakistan.

H3: There is a significant relationship between managers' transformational, transactional and laissez-faire leadership styles (as perceived by subordinates) and their performance outcomes in the banking sector of Pakistan.

H3a: There is a significant relationship between managers' leadership styles (as perceived by subordinates) and subordinates' perceived effectiveness with their leaders in the banking sector of Pakistan.

H3b: There is a significant relationship between managers' leadership styles (as perceived by subordinates) and subordinates' exert to extra effort in the banking sector of Pakistan.

H3c: There is a significant relationship between managers' leadership styles (as perceived by subordinates) and subordinates' perceived satisfaction with their leaders in the banking sector of Pakistan.

H3d: There is a significant relationship between managers' leadership styles (as perceived by subordinates) and subordinates' affective commitment in the banking sector of Pakistan.

H3e: There is a significant relationship between managers' leadership styles (as perceived by subordinates) and subordinates' continuance commitment in the banking sector of Pakistan.

H3f: There is a significant relationship between managers' leadership styles (as perceived by subordinates) and subordinates' normative commitment in the banking sector of Pakistan.

H4: There is a significant difference between self and subordinates' perceptions about the relationship of managers' leadership styles (transformational, transactional and laissez-faire) and performance outcomes as it relates to subordinate-manager interaction in the banking sector of Pakistan.

H4a: There is a significant difference between self and subordinates' perceptions about the impact of managers' leadership style on effectiveness outcome in the banking sector of Pakistan.

H4b: There is a significant difference between self and subordinates' perceptions about the impact of managers' leadership style on subordinates' extra effort in the banking sector of Pakistan.

H4c: There is a significant difference between self and subordinates' perceptions about the impact of managers' leadership style on subordinates' satisfaction with their managers in the banking sector of Pakistan.

H4d: There is a significant difference between self and subordinates' perceptions about the impact of managers' leadership style on subordinates' affective commitment in the banking sector of Pakistan.

H4e: There is a significant difference between self and subordinates' perceptions about the impact of managers' leadership style on subordinates' continuance commitment in the banking sector of Pakistan.

H4f: There is a significant difference between self and subordinates' perceptions about the impact of managers' leadership style on subordinates' normative commitment in the banking sector of Pakistan.

1.07 Significance of the Study

- Leadership studies have significant importance in HRD theory and practice literature. This study is a significant addition in the existing literature on leadership practices. Further, the congruence between self and others' perceptions about leadership styles and performance from developing country perspectives is a valuable addition in existing literature on leadership generally and congruence between self and others about leadership styles and performance especially.
- It may help the banking sector of Pakistan to understand perceived leadership styles and the readiness of subordinates to make extra efforts.
- It may help the leadership to think and make necessary changes in their behavior according to the needs of their followers.
- It may help the supervisors to understand their subordinates' needs and how much satisfied subordinates are with them.

- It may help the top management to make necessary interventions to improve organizational performance in achieving higher goals.
- It may open the door for further researches on the same ground in different organizations and sectors throughout the globe.

1.08 Conceptual/Theoretical Framework

Transformational leadership is one of the important means to organizational change and effectiveness (Bass & Avolio, 1994; Avolio, 2011). Downton (1973) came up with the distinction between transformational and transactional leadership styles by explaining leaders as revolutionary, rebellion and reformer, and many scholars were agreed on the difference between transformational and transactional leadership styles (Burns, 1978; Stogdill & Bass, 1981). However, Bass (19985) concluded his study with the concept of the relationship between transformational and transactional leadership and proposed that transformational leadership boosts transactional leadership to predict its impacts on followers' outcomes.

In order to better understand the impact of leadership styles on subordinates' attitudes, Bass and Avolio (1994) developed a leadership model called the Full Range Leadership (FRL) model. This model proposes that leaders use multiple behaviors to influence their followers. This model is based on the theory of transformational and transactional leadership. The focus of this study is to examine the degree of agreement between self and subordinates' perceptions about existing leadership styles and leaders' performance in the banking sector of Pakistan based on the full range leadership model. Although the full range leadership model has been studied in Pakistani banking industry to establish the relationship between leadership styles and followers' outcomes, yet no literature is found on the agreement between self and subordinates' perceptions.

The present study is the first effort in this aspect to come up with the self and subordinates' agreement of perceptions about leadership styles and performance. Further, it may be helpful at individual and organizational levels to understand and solve potential issues and improve an individual and organizational performance. In order to better understand the congruence between managers and subordinates, the main theoretical framework (Figure 5) is established after three sub frameworks/levels in the study.

Level 1:

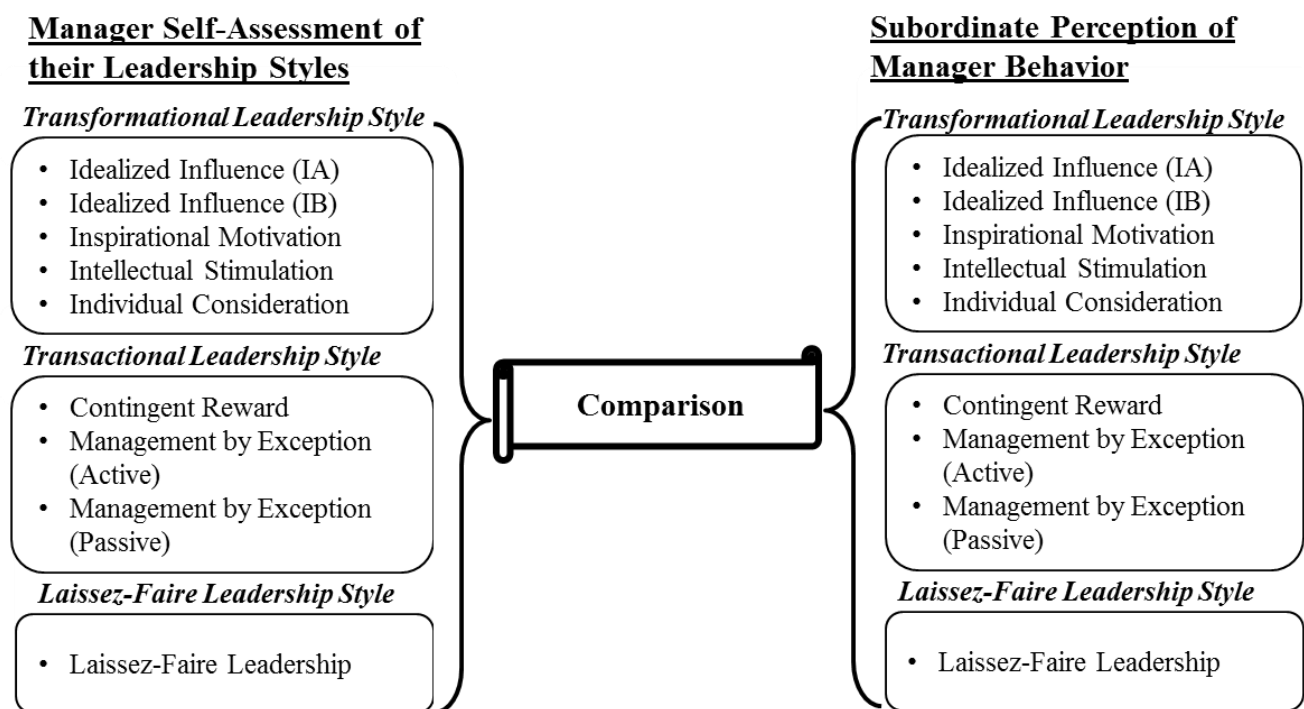


Figure 2: Comparison of Managers' and Subordinates' Perceptions about Managers' Leadership Styles

This level is about the comparative analysis of managers' self-perceived leadership styles and subordinates' perceptions about their leadership styles. Leadership styles are ranked on Likert scale (from 'frequently = 5' to 'not at all = 1') by managers and subordinates based on

their perceptions of how often a particular behavior is practiced by managers in respective bank. The leadership styles of managers are assessed on the basis of MLQ leadership styles and dimensions. The MLQ consisted of three leadership styles: transformational, transactional, and laissez-faire.

Level 2

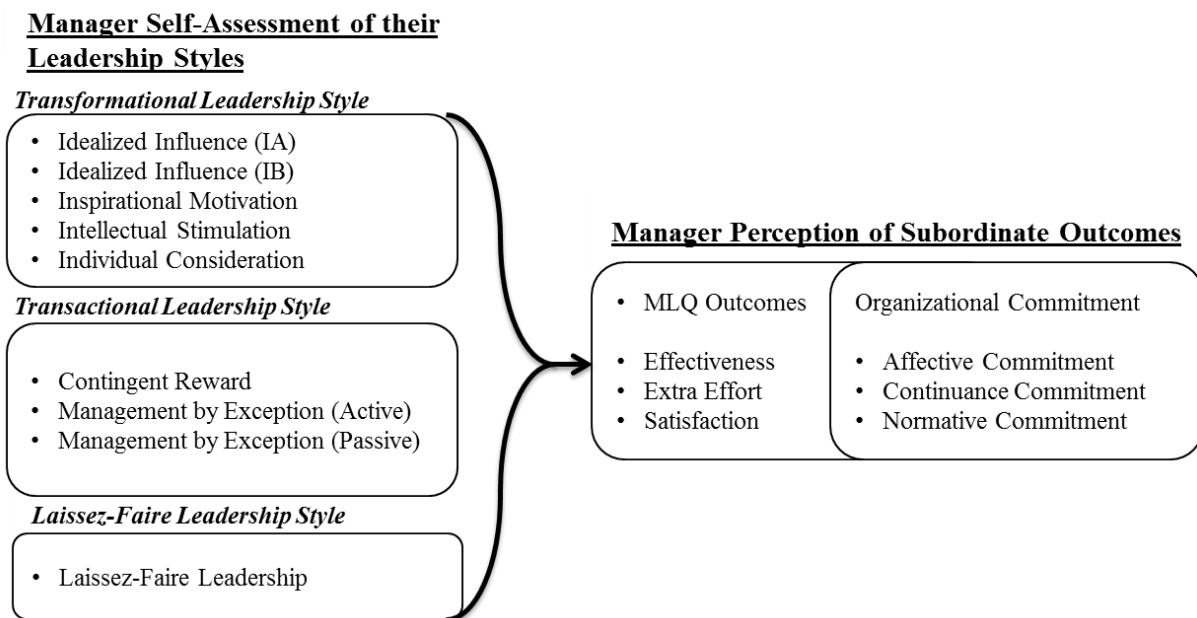


Figure 3: Relationship between Managers' Self-perceived Leadership Styles and Subordinates' Outcomes

This level is about the impact of managers' self-perceived leadership styles on subordinates' outcomes. The relationship of three independent variables (transformational leadership, transactional leadership, and laissez-faire leadership) with six outcome variables (managers' effectiveness, extra effort, satisfaction, affective commitment, continuance commitment and normative commitment) is examined. In addition, the impact of all leadership styles on all six outcomes at dimension level is also examined.

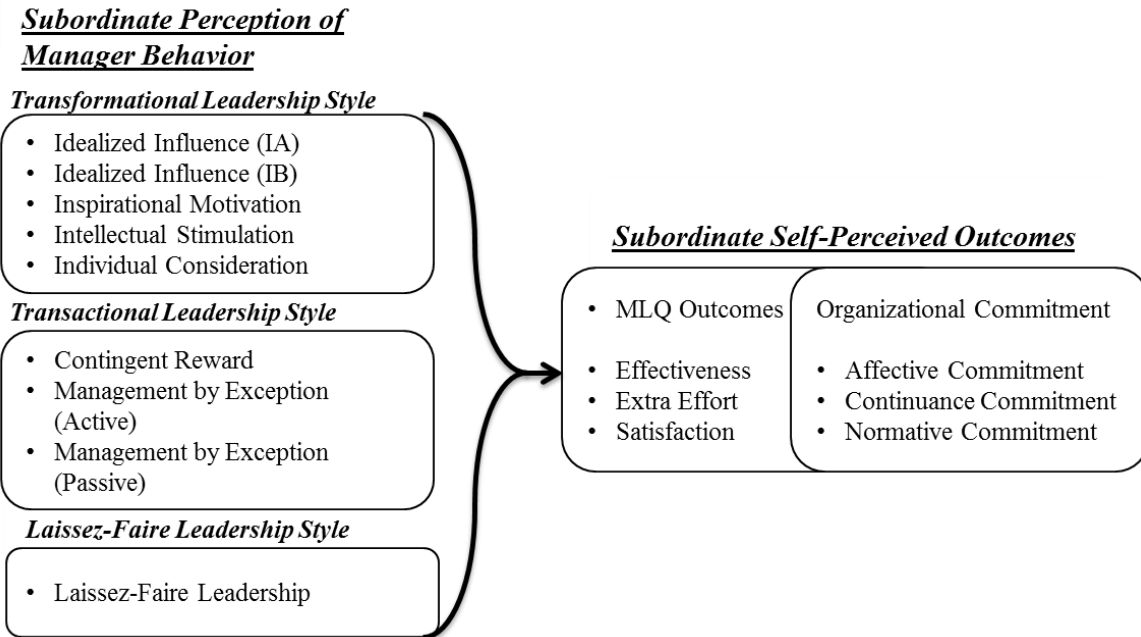


Figure 4: Relationship between Managers' Leadership Styles (as Perceived by Subordinates) and Outcomes

This section is about the relationship of managers' leadership styles (as perceived by subordinates) with their outcomes. The relationship of three main independent variables (transformational leadership, transactional leadership, and laissez-faire leadership) with six outcome variables (leader effectiveness, extra effort, satisfaction, affective commitment, continuance commitment and normative commitment) is examined. In addition, the impact of all leadership styles on all six outcomes at dimension level is also examined.

Level 4

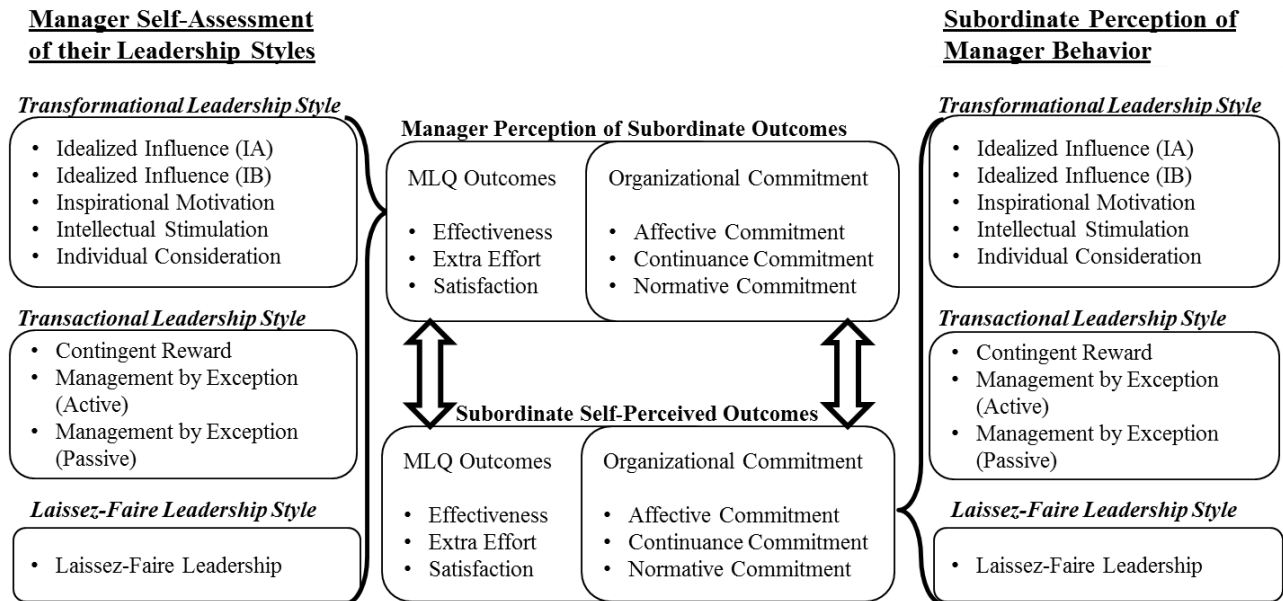


Figure 5: Congruence between Managers' (self) and Subordinates' Perceptions about Leadership Styles and Performance

The purpose of this main framework is to determine the level of congruence between managers' (self) and their subordinates' perceptions about the relationship between leadership styles and outcomes. In this perspective, three leadership styles (transformational, transactional, and laissez-faire) and six leadership outcomes (effectiveness, extra effort, satisfaction, affective commitment, continuance commitment and normative commitment) are studied in the banking sector of Pakistan.

1.09 Assumptions of the Study

- The population consists of different demographics with different languages, traditions and cultures. The data is collected from all accessed areas and it is assumed that data represents the whole banking sector of Pakistan.

- It is further assumed that respondents filled out questionnaires with the best of their knowledge.
- It is assumed that all the respondents had enough knowledge of English language and fully understood the questions given in the questionnaire.

1.10 Limitations of the Study

- The questionnaire was based on the perception of employees and different employees can perceive the same leadership style differently.
- There may be some personal biasness in the leader and subordinate relationship which may affect the accuracy of the data.
- There are many factors that can impact subordinates' performance. However, this study examined role of only leadership which may be limited.
- There might be some self-representation or social desirability bias in managers' data which might have affected the accuracy of results.
- The sample of the study was not random and did not represent the banking sector of the whole country. Therefore, the results of the study might not represent the overall banking sector of Pakistan.

1.11 Definition of Terms

The following definitions for different terms are followed throughout this research:

Affective commitment

Affective commitment means the emotional attachment and involvement of an employee with the organization (Meyer & Allen, 1991).

Contingent reward (CR)

It refers to the behavior in which the leader elucidates the expectations of the followers and provides them rewards to meet the organization's expectations (Avolio & Bass, 2004).

Continuance commitment

Continuance commitment refers to an awareness of the cost(s) associated with leaving the organization (Meyer & Allen, 1991).

Culture

Culture is the collective programming of the mind, which distinguishes the members of one human group from another (Hofstede, 2001).

Extra effort

The willingness of followers to do more than they are expected, try harder, and desire to succeed as a result the leader's behaviors (Bass & Avolio, 2004).

Idealized influence (attributed) (IA)

Idealized influence refers to the behavior in which subordinates trust, respect, and hold confidence in their leader.

Idealized influence (behavioral) (IB)

It is the behavior in which the leader presents him or her as a role model of high standards of ethical and moral conduct for their followers.

Immediate subordinates

All officers who report directly to and are under the direct control of branch managers (regardless of their ranks) are considered immediate subordinates.

Individual consideration (IC)

It refers to the behavior in which the leader recognizes the differences among followers and treats them on the individual basis according to their needs and abilities.

Inspirational motivation (IM)

It refers to the behavior in which the leader stimulates and motivates the followers by providing them the meaning and the context of the work.

Intellectual stimulation (IS)

It is the behavior in which the leader motivates the efforts of followers to and encourages them to carry on innovative and creative thinking about the tasks at hand.

Laissez-faire (LF)

It refers to the absence of leadership behavior. In other words, it is considered non-leadership.

Leader effectiveness

Leader's effectiveness refers to the capability of meeting the job-related needs of followers, representing their needs at the higher level, overall group effectiveness, and to contribute in organizational performance (Bass & Avolio, 2004).

Leadership

Leadership is the ability to influence the attitudes, abilities, and beliefs of people to achieve goals.

Management-by-exception (active) (MBEA)

It refers to the leadership behavior in which the leader makes standards and then monitors the mistakes, errors, and deviances of followers based on established standards and takes quick action when necessary (Bass & Avolio, 2004).

Management-by-exception (passive) (MBEP)

It refers to the leadership behavior in which the leader waits until the mistakes occur and then takes actions to correct the mistakes (Bass & Avolio, 2004).

Multifactor leadership questionnaire (MLQ)

MLQ is a survey questionnaire to determine the leadership styles or behaviors and leadership outcomes that are recognized in the FRL Model (Bass & Avolio, 2004).

Normative commitment

Normative commitment refers to the perceived obligation to remain with the organization (Meyer & Allen, 1991).

Organizational commitment

Organizational commitment is the psychological attachment to the organization that creates a sense of belongingness for the organization and helps to improve productivity.

Passive/Avoidant leadership

It refers to the passive and reactive forms of leadership behaviors (Bass & Avolio, 2004).

Satisfaction

It means to work with others in a satisfying way and fulfilling their needs or expectations (Bass & Avolio, 2004).

Transactional leadership

It refers to the exchange of reward or punishment for a significant effort. In FRL Model, it includes contingent reward and management-by-exception (active) (Bass & Avolio, 2004).

Transformational leadership

It refers to the leadership style in which the leader inspires and motivates his/her followers through a compelling vision, develops innovative approaches to solve problems,

promotes individualized support, and, empowers them to accomplish new tasks. (Bass & Avolio, 2004).

CHAPTER 2

LITERATURE REVIEW

This chapter reviews different research areas that are relevant to this study. The first section is a review of the literature on the concept of leadership and different leadership theories. The second section provides a review of empirical studies in transformational and transactional leadership and explains the full range leadership model on which the current study is based. The third section is about the self and other agreement in leadership studies and provides its significance through different empirical studies. The last section provides a review of different empirical studies done in the context of the Pakistani banking sector.

2.01 Evolution and Traditional Theories of Leadership

The concept of leadership is as old as the history of people who tried to make groups and manage individuals for accomplishment of certain tasks. Leadership has been the focus of many studies for decades and scholars talked about the nature of leadership from different aspects (Antonakis, Cianciolo, & Stenberg, 2004; Bass, 1990; Conger & Riggio, 2007, Northouse 2007, Northouse 2009). According to Humphreys (2001), leadership is the most studied and least understood topic in the social sciences. However, after decades of extensive researches on leadership, there are more than hundred definitions of leadership (Northouse, 2009) and there is a little consensus on definition, assessment and its associated outcomes (Birnbaum, 1989). There are a number of widely agreed concepts which are necessary to understand the accurate concept of leadership, but many aspects of leadership are still answerless (Yukl, 2001) and need to be answered. According to Fleishman et al. (1991), more than sixty-five systems are designed to define and categorize the concept of leadership. According to Northouse (2007), leadership has

been defined and studied from different perspectives like trait, ability, skill, behavior and relationship. On the basis of these perspectives, different leadership theories were developed to address different organizational problems, and to predict proposed situations in response to different behaviors (Bass & Avolio, 1993; Hoy & Miskel, 2008).

2.02 Trait Theory

The trait theory of leadership, known as “Great Man theory”, was one of the first systematic efforts to study the concept of leadership in the early 20th century (Northouse, 2004 & 2007). The idea behind trait theory was that the leaders have some innate qualities or personal characteristics which distinguish them from other people. These qualities may be social or political. According to Northouse (2007), some leaders from history like Mohandas Gandhi, Abraham Lincoln, Napoleon, and Hitler were studied and it was noticed that such leaders were effective due to some unique and innate leadership qualities. Therefore, different studies were carried out to find out those attributes and personal characteristics that distinguish them from others.

Stogdill (1974) conducted different studies between 1920 and 1975 and came up with the findings of some traits of effective leadership. In 1949, he proposed intelligence, alertness, insight, responsibility, initiative, persistence, self-confidence, and sociability as the unique traits of effective leadership. In 1974, he identified the responsibility and task completion and added in the earlier list of leaders’ traits. In addition, he emphasized on the importance of situational factors for the success of any leader.

Mann (1959) studied leadership traits in small settings and came up with more than five hundred different measures of personality. He combined the most common measures in seven

main characteristics that included intelligence, adjustment, extroversion-introversion, dominance, masculinity-femininity, conservatism, and interpersonal sensitivity. When he compared these characteristics in relation to leadership, he found a highly significant relationship between leadership and intelligence, adjustment, extroversion measures and most of the times, positive relationship with dominance, masculinity, and interpersonal sensitivity. Further, he acknowledged the importance of situational elements too. However, Mann (1959) and Stogdill (1974) agreed that traits for effective leadership vary from situation to situation and sometime acts in combination.

Fieldler (1967) also agreed that effective leaders cannot be predicted on the basis of only traits for every situation. However, Lord et al. (1986) considers that conclusions of Stogdill and Mann were based on flawed studies in a variety of ways and therefore created wrong conclusions. He is of the view that their results were overgeneralized and negatively interpreted. Kilpatrick and Locke (1991) talked about six characteristics of effective leadership: motivation, honesty and integrity, self-confidence, cognitive ability, and knowledge of the business. Kouzes and Posner (2003) came up with four key leadership traits: honesty, forward-looking, inspiring, and competency.

According to Pierce and Newstorm (2006), although many researchers came up with individual traits of effective leadership yet no one was able to predict the leadership success and failed to identify precise traits that predict leadership success.

2.03 Behavioral Theories of Leadership

The trait theories concentrates on the leaders' certain personality characteristics whereas the behavioral theories focuses on the behaviors of the leaders. For instance, what leaders do and

how leaders act (Northouse, 2004). According to Northouse (2007), the behavioral theories include two types of behaviors: task behaviors and relationship behaviors. The task behaviors are related to the task accomplishment whereas the relationship behaviors motivate the followers to carry on their efforts. In this regard, Ohio and Michigan studies are considered significant contributions in the development of behavioral theories.

The first contribution was from Ohio State University researchers (Stogdill, Coons, Halpin, Winer, & Fleishman) who came up with some influential theories of leadership that remained popular from 1950s to 1960s (Gill, 2006). They worked on leadership behaviors in military (Stogdill & Coons, 1957) and found that leadership styles are practiced in different ways. Most of the time, they influence their followers by initiating structure and consideration. In initiating structure, the leaders organize work, define the tasks and schedule the work activities for their followers. In consideration, they develop an atmosphere of respect and trust with the followers. The effective leaders use both initiating structure and consideration at the same time at different degrees (Stogdill & Coons, 1957).

The second major contribution in behavioral theories development is from the University of Michigan studies (researchers include Katz & Kahn). They identified ‘concern for task’ (product oriented) and ‘concern for people’ (employee oriented) behaviors as common leadership behaviors (Blake & Mouton, 1994; Likert, 1967; Gill, 2006). This model of leadership behaviors was called the managerial grid (Blake & Mouton, 1994) and then renamed as leadership grid. The production oriented behavior focuses on the technical aspects of task accomplishments. The employee oriented behavior focuses on followers to take them as human beings, to value their individuality, and to pay particular attention to their needs. Likert (1967) classified leadership styles into four categories: exploitative autocratic, benevolent autocratic,

consultative and democratic. Tannenbaum and Schmidt (1973) classified the leadership styles in similar ways: autocratic, persuasive, consultative and democratic (Gill, 2006).

2.04 Leader Member-Exchange Model

Leader-member exchange (LMX) theory explains the effectiveness of leaders as the result of psychodynamic exchange between leaders and followers (Gill, 2006). It focuses on the characteristics of the leaders, followers and the relationship between leaders and followers. The LMX theory emphasizes that the relationship between every pair of leader and follower vary with the other pair and different followers may have a different description or relationship with the same leader (Gill, 2006; Graen et al., 1977). The underlying idea behind the psychodynamic theory is that the nature of the relationship between leaders and followers is based on the self and others' perceptions or understanding (Gill, 2006). Thus, the LMX theory provides a baseline for current study which aims to find out the congruence between self and others' perceptions about leadership performance and styles.

According to leader-member exchange (LMX) theory, leadership is a process that motivates followers or subordinates to exert extra efforts (Dunnette et al., 1990). Moreover, the relationship between leaders and followers has a significant relation with followers' degree of job satisfaction, job performance, and organizational commitment. (Martin et al., 2005). Further, the level of interaction between leaders and followers also matters (Kaplan & Norton, 2001). According to Krishnan (2004), when the quality of exchange between leader and follower increases, progress also begins to increase. However, it depends on the degree of exchange, the nature of exchange and the nature of tasks as well.

2.05 Contingency Theories of Leadership

Contingency theories propose that there is no best leadership style. Effective and successful leaders use different leadership styles based on the situation and followers. According to Goldsmith (2003), effective leadership is to the best fit between the behavior, context and the need. In order to fully understand the effectiveness and the performance of leaders, it is necessary to understand the situation in which they lead. In contingency theories, the relationship between two variables is measured. These two variables may be leadership styles and some situational variables.

2.06 Fiedler's Contingency Theory

Fred Fiedler is considered the pioneer of contingency theories. His contingency theory suggests that the effectiveness of leadership styles depends upon the suitability of the situation in terms of three parameters. Fiedler (1967) developed the Least Preferred Coworker scale to determine the effectiveness of leadership styles. This scale suggests that a situation is highly favorable and fit when the job is clearly defined, the leader has authority or power, and, a healthy relationship exists between leaders and the followers (Fiedler, 1967; Gill, 2006).

2.07 Path-Goal Theory

Path-goal leadership theory is based on the Fiedler's contingency theory, and adds employee motivation as a choice in leadership styles. However, it is not appropriate in those situations where goals are not consistent. It can be called an 'expectancy model' of work motivation (Evans, 1970; House & Mitchel, 1974; Gill, 2006).

Path-goal leadership theory was developed by the House (1971) and later improved by House and Mitchell (1974). This theory states that the main role of leader is to help subordinates to solve their problems to achieve goals. Effective leaders always motivate their followers to understand their tasks and reach goals. However, different subordinates are motivated through different factors according to their needs and preferences like need affiliation, preference for structure, desire for control, or self-efficacy. On the other hand, if the tasks are ambiguous and unstructured, the followers will be less satisfied and less motivated (House & Mitchell, 1974).

2.08 Transformational and Transactional Leadership

Downton (1973) is believed to be the first person who used the terms transformational and transactional leadership and Burns (1978) was the first person who distinguished leadership styles based on followers' motivation as either transformational or transactional. He came up with the idea that leaders perform two different sets of behaviors to influence their followers: transformational leadership and transactional leadership. He defined transformational leadership as a process of motivating followers by focusing on their values to impact on their performance and envisioning a clear future for them. On the other hand, transactional leadership is a process of social exchange to have an impact on the performance of employees towards established goals. However, he viewed transformational and transactional leadership as mutually exclusive.

Based on the Burns work, Bass (1985) reviewed and extended his concept and proposed transformational leadership theory. According to Bass, transformational leadership is exclusively about the leaders and their behaviors. He focused on the followers and came up with a conclusion that transformational and transactional leadership styles are not mutually exclusive but interdependent or interrelated (Northouse, 2004). Transformational theory suggests that most

of the leaders have the characteristics of both the transformational and transactional leadership styles and the former augments the later. The effective leaders use both leadership styles at various situations based on the task and the followers.

According to Burns (1978), the transactional leaders focus on the followers' self-interest through exchanging different things to motivate them. These exchanges may be of different natures like salary or bonus in exchange for some task accomplishment. In short, a transactional leader controls his followers through different types of rewards. Moreover, the transactional leaders work within systems, try to avoid risks and try to achieve the goals on already set parameters (Bass, 1985). In most of the situations, transactional leadership is preferred when the objectives are short term. It does not support well in terms of long term objectives, especially when organizations go through some big changes. Contrary, the transformational leadership focuses on long term strategies and transformational leaders motivate their followers by convincing them that organizational goals are much important than their personal goals and organizational goals are actually in their own benefits. In this situation, transformational leadership fits to motivate the followers to exert more efforts than they are actually required. Further, they facilitate development and change.

In this technological and competitive era, organizations prefer transformational leaders to motivate and help their workforce to achieve higher goals. They make them aware and able to accomplish beyond their expectations and perceived capabilities (Palestini, 2009). The improvement in followers' performance is the main emphasis of transformational leadership theory (Avolio, 2011).

2.09 The Full Range of Leadership (FRL) Model

In order to better understand the process of leadership effectiveness, Bass and Avolio (1994) developed a leadership model called the Full Range Leadership (FRL) model. This model proposes that leaders use multiple behaviors to influence their followers. This model is based on the theory of transformational and transactional leadership and incorporates both transformational and transactional leadership behaviors. The Full Range Leadership model includes three leadership styles: transformational, transactional and passive/avoidant leadership. There are nine variables in the model that are represented by these three styles.

Transformational leadership.

The transformational style of leadership encourages and motivates the followers through a leader's persuasive vision, developing and promoting creativity, and empowering and sharing responsibility with the followers to achieve high aims (Avolio, 2011). The transformational leadership style includes five behaviors: idealized influence (attributed), idealized influence (behavioral), inspirational motivation, intellectual stimulation, and individual consideration.

Idealized influence (attributed).

It refers to the charismatic aspect of transformational leadership in which the leaders behave in a way that the followers emulate it with their own behaviors to develop respect, trust, and hold confidence. The power and confidence of the leaders make them ideal for the followers and motivate the followers to go beyond the expectations for the success of group or organization. Avolio (2011) considered the following essentials to represent idealized attributes: to instill pride in others, to go beyond self-interest, to build trust and respect, and to show a sense of command and confidence.

Idealized influence (behavioral).

Idealized influence is the characteristic of those charismatic leaders who motivate their followers and encourage creativity (Shin & Zhou, 2003). The leaders of this type of quality bring changes in the behavior of people (Brown & Posner, 2001). The best example of such leaders is those politicians and activists who invoke the people for nonviolent changes and bring revolutions. The essentials for the leaders to develop idealized behaviors are to emphasize the idea of collective aim and operation, and to show moral and ethical values through their own behaviors (Avolio, 2011).

Inspirational motivation.

Inspirational motivation means that the leaders inspire their followers by creating an atmosphere of collaboration. This inspirational motivation develops a sense of commitment in the followers which ultimately supports in followers' personal development and organizational effectiveness (Alimo-Metcalfe & Alban-Metcalfe, 2004). The essentials for the leaders to develop inspirational motivation are to tell the followers about positive opportunities, discuss the tasks to accomplish, and, motivate them about new vision and a bright future (Avolio, 2011). Moreover, the inspirational motivators with better understanding of organizations are very effective to develop a team spirit in the followers (Anderson & Anderson, 2001). However, leaders' own vision plays an important role to inspire the followers, to articulate high expectations, to develop high spirit and to motivate them towards the right direction (Avolio, 2011).

Intellectual stimulation.

Intellectual stimulation reflects the leader's ability to stimulate followers by promoting such environment where everyone has value and respect. As a result, the followers make extra

efforts for the success of group or organization. Avolio (2011) suggests that leaders appreciate different ideas to resolve any issue and suggest different solutions for the same task to intellectually stimulate their followers. Further, to intellectually stimulate the followers, the leaders motivate the followers to look at every aspect from different perspectives and try to find different ways to perform same tasks. It helps to develop innovation and creativity in the followers.

Individualized consideration.

It is common believe that people who get individual attention from their supervisors, understand their jobs clearly, work better and develop team relationships. During individual consideration, leaders share their personal ideas and experiences to help followers in different endeavors of life. In individual consideration, the leaders play role of a mentor, coach, counselor, or advisor to provide one-on-one guidance (Zigarmi et al., 2005). However, Transactional leaders influence their followers through authority and power of their position (Kest, 2006). Contrary, the transformational leaders treat their followers as individuals and develop personal relationship with them on an individual basis. They take care of individual needs, abilities and concerns.

Transactional leadership.

The transactional leadership style is to exchange rewards or punishment for any positive work performance or lack of satisfactory performance with the followers. Transactional leadership is associated with three behaviors: contingent reward and management-by-exception (active) and management-by-exception (passive).

Contingent reward.

The full-range leadership model is focused on Fiedler's (1967) theory of contingency reward. Fiedler (1962) developed a least preferred coworker scale (LPC) to check the leader's positive and negative characteristics. According to Northouse (2004), the leaders with a high score on LPC are best in those situations which are moderately favorable and the leaders with less score at LPC perform better at highly favorable or highly unfavorable situations. Contingent reward is the process of any exchange between leaders and followers in response to followers' exceptional efforts. It is a form of active management as it requires leader to continuously check the performance of followers and reward them as required. In many situations, contingency reward is an effective tool of leaders to control and direct the efforts of followers towards the desired direction. However, contingent rewards work better if combined with transformational leadership actions.

Management-by-exception (active).

Management-by-exception is to use negative feedback, criticism, or negative reinforcement to discourage followers from involving in unsatisfactory performance (Avolio, 2011). Management-by-exception is of two types: management-by-exception (active) and management-by-exception (passive). Management-by-exception (active) is used when the leader keeps an eye on followers' activities actively and takes action when they make any violation of set standards or regulations. However, the followers are informed about the set standards, conditions of poor performance and its possible consequences by their leaders in advance.

Management-by-exception (passive).

Management-by-exception (passive) is used when the followers are not monitored actively by the leaders. The leaders take action only when set standards or established

regulations are violated (Northouse, 2004). The leaders with such characteristic do not interfere until problems become serious. They wait until the things go wrong.

Laissez-faire leadership.

Laissez-faire means the absence of leadership (Northouse, 2004). It can be defined as the most inactive and the most ineffective leadership (Avolio, 2011). It becomes evident when the leaders avoid responsibility and do not care about what happening around them. They delay different decisions, and do not make any effort to motivate and satisfy their followers' needs. According to Bass (1990), laissez-faire leadership is negatively correlated with followers' efforts, attitude, and performance.

2.10 Self and Other Agreement in Leadership

Self and other agreement (SOA) means the degree of agreement or congruence level between leaders' self-rating and others' rating about them i.e. subordinates, seniors or coworkers (Atwater, Wang, Smither, & Fleenor, 2009). The information is collected through different multisource instruments. However, the validity and reliability of the instrument is very important in this regard and can be used to measure different outcomes related to leadership styles and performance.

In leadership research, the individuals' self-perception about their styles, skills, and performance etc. are not considered accurate and reliable. It is evident from literature, that individuals' self-ratings are significantly different from others' ratings about them. Moreover, it is also agreed that only self-ratings about the leadership is challenging (Harris & Schaubroeck, 1988), and leadership performance and effectiveness should not be measured on single ratings

(Yammarino & Atwater, 1997). However, self-ratings may be used to interpret the level of self-awareness (Dunnette, 1993).

The investigation of SOA in Leadership has been an area of great interest and importance for both researchers and practitioners (Yammarino & Atwater, 1992). There are a number of leadership outcomes which have been studied in relation to SOA i.e. job commitment, turnover, satisfaction, performance and well-being.

2.11 Self-Other Rating Agreement Model

In the social sciences, only self-ratings is not considered as an effective and accurate predictor of leadership outcomes due to the possibility of different bias and personal interest involve in it. Some of the scholars take self-rating as an unreliable, inaccurate, invalid and incomplete way of measuring or predicting any behavior or performance (Yammarino & Atwater, 1993). It is only considered and linked with self-awareness about their personalities, abilities and capabilities etc. (Mabe & West, 1982).

To better understand the self-other agreement, Yammarino and Atwater (1997) developed a conceptual model called the self-perception accuracy model. This model was based on different studies of self-other agreement at 360 scale. They argue that individual as well organizational performance can be improved through the agreement among self and others' perceptions at different levels. It is because the self-perception usually lacks accuracy due to over-estimation or under-estimation. Moreover, different other factors like experiences, personality traits, contextual factors, and cognitive processes also affect self-perceptions that lead to inaccurate self-ratings. On the other hand, the ratings on the basis of only others' perceptions cannot be ensured as accurate. The literature shows that there are many factors that influence the accuracy

of others' ratings. According to Smith and Fortunato (2008), the personality traits of the raters have a significant impact on the quality of ratings. The employees who have lack of trust on their supervisors and the employees who have a very close relationship with the management could not provide honest ratings. On the same way, if people provide information face to face, the individuals show a soft corner in the ratings. There are many factors that impact the accuracy of others' ratings like the raters' personality, values, beliefs, motivation, and interaction with the ratee, etc.

2.12 Significance of Self–Other Rating Agreement

The incongruities between self and others' ratings have a significant importance for leaders (Brutus, Fleenor, & Tisak, 1999). The literature supports the argument that lack of agreement between self-awareness and self-perception to others' perceptions may have unpleasant impact on leaders' effectiveness and their performance (Yammarino & Atwater, 1997). Sometimes, they set some unrealistic goals on the basis of self-perceptions which ultimately affect the outcomes and performance of individuals as well as the organization. Further, it is evident in the literature that the leaders with congruent ratings set realistic goals and achieve the desired goals effectively. Self and others agreement have significant impact on individual and organizational performance relative to those whose ratings are incongruent with others (Atwater & Yammarino, 1992). Thus, the congruence between leaders' self and subordinates' performance have a significant impact on individuals as well as organizational development and performance. The current study investigates the congruity between self and subordinates' perceptions about leadership styles and performance through the full range leadership model of Bass and Avolio (Avolio, 2011) in Pakistani banks.

2.13 Organizational Commitment

Organizational commitment is considered one of the most studied variables in the area of organizational behavior. It is a multi-disciplinary concept and has been studied in different disciplines like sociology, psychology, management, and human resource development. Organizational commitment is defined as employees' psychological affection and devotion to their organization (Farahani, Taghadosi, & Behboudi, 2011). According to Qureshi, Hayat, Ali, and Sarwat, (2011), organizational commitment is employees' sense of responsibility towards the mission of the organization. There are different views about organizational commitment. Becker (1960) states that organizational commitment is a bet which an employee loses if s/he leaves the organization.

According to Allen and Meyer (1990), organizational commitment is combinations of three commitments or psychological states: affective commitment (emotional attachment), continuance commitment (perceived costs) and normative commitment (obligation). This is called 'three component model of organizational commitment'. Affective commitment is the emotional attachment of an employee to the organization. Normative commitment is the sense of responsibility to continue with the organization because they ought to. Continuance commitment is the decision to continue job with the organization based on the unavailability of alternate opportunities. However, there is an overlap between affective commitment and normative commitment (Bergman, 2006; González & Guillén, 2008). To better differentiate the difference, the individual needs to understand feelings and moral judgments clearly. Further, the job satisfaction, perceived organizational support and effective leadership styles are also considered related to organizational commitment.

There are different predictors of organizational commitment. According to Mowday, Porter, and Steers (1982) and Steers (1977), personal traits like age, job tenure, and education level predict employees' level of organizational commitment. Glisson and Durick (1988) consider the leadership as significant predictor of organizational commitment. As a multidimensional concept (Blau, 1989), it leads to improve employees' job satisfaction, productivity, well-being and decrease turnover and absenteeism (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002).

2.14 A Review of Empirical Researches in Banking Sector of Pakistan

Although a significant number of studies have been done on the banking sector of Pakistan yet the empirical studies on leadership and particularly transformational and transactional leadership in the banking sector of Pakistan are not significant. According to Bodla and Hussain (2009), only two or three studies have been done on leadership theories in Pakistan and these studies were based on the data from the education sector. According to Bodla and Husaain (2010), leadership is a quasi-need which is stimulated when individuals work in groups. Further, the concept of transformational and transactional leadership has been considered as western styles and did not get much attention in academia as well as in practice Pakistan. The researcher tried to find out some literature on the congruence between self and others on leadership styles but did not find any literature. In Pakistani setting, most of the available literature is based on finding the relationship between leadership styles and individual and organizational outcomes.

In 2009, Bodla and Hussain conducted a study on the relationship between leadership styles and their followers' needs. In this study, they state that the main function of leadership is

to understand the followers' needs and adopt appropriate leadership styles to influence and motivate the followers to achieve their desired goals. They emphasized on the fit between leadership styles and followers' work related needs. The findings of the study show that the followers' needs for achievement have a positive relationship with their preference of task oriented leadership. The employees with high needs for achievement prefer more task oriented leadership and the employees with a low level of needs for achievement desire for less task oriented leadership.

In 2009, Abbas and Yaqoob examined the relationship between leadership development and employee performance in Pakistan. This study was conducted in different private and public organizations. They came up with the findings that five leadership development factors (coaching, training and development, empowerment, participation and delegation) have a significant influence on employee performance. Further, they emphasized on the need of collaborative efforts and communication to improve performance.

The banking sector of Pakistan is highly competitive due to similar products and services it offers which adds to the responsibilities and commitment of its employees. The burden of work and the psychological stress causes less or no sense of identification in the employees and they look for other jobs. It is difficult for the leadership to retain their human capital and maintain their ability and performance (Rahim, 2010). He studied the emotional intelligence and stress level of employees working in Pakistani banks through the ESCI (360-degree instrument by Hay Group to measure emotional and social competencies). In this study, the employees reported the level of stress they had in their branches and the role of their supervisors to minimize their stress. The result shows that "all the respondents report a high level of stress and unsupportive attitude

of branch manager”. It can be inferred that there is a relationship between leadership styles and negative performance outcomes.

Hunjra et al. (2010) studied the relationship between employees’ job satisfaction and HRM practices. They focused on the impact of job autonomy, team work environment and leadership behavior on job satisfaction. Further, they examined the major determinants of job satisfaction on gender basis in the banking sector. The sample of the study consisted of 450 employees in different banks. They came up with the conclusion that HRM practices have a positive relationship with employee job satisfaction. Moreover, the difference between the male and female employees was significantly different. Male employees were found more satisfied than female employees. However, they did not mention any particular factors or reasons of such significant difference. Leadership behavior had statistically significant correlation coefficient (0.476 at 5% level of significance) with job satisfaction.

In 2012, Asrar-ul-haq examined the congruence between managers and subordinates’ perceptions about managers’ leadership styles and subordinates’ performance outcomes using FRL model of Bass and Avolio. Further, he assessed the influence of regional cultures in the banking sector of Pakistan. The sample of the study consisted of 5 branches from different regions (provinces) of Pakistan. He came up with the conclusion that a significant relationship exists between leadership styles (transformational and transactional) and performance outcomes. Further, the results showed that significant difference exists in the perceptions of managers and subordinates about managers’ leadership styles at factor level and subordinates’ performance outcomes. However, no significant difference was noted on cultural basis. The findings of the study showed that the banking sector of Pakistan is a male dominated sector where all of the branch managers and 88% of subordinates (participated in the study) were male. It is further

validated in Bodla and Nawaz (2010) where most of teaching staff in universities (the higher education sector) is also male. They analyzed leadership styles of faculty members in public and private universities. The data was collected from 265 faculty members (157 private and 108 public) using MLQ. The internal consistency of the scale was 0.74. The findings of the study showed that a significant difference existed about transaction leadership styles among the faculty of public and private institutions. In addition, no difference was found about transformational and passive/avoidant leadership styles among faculty members of public and private institutions. The literature shows that most of the studies are conducted from followers' perspectives. The available literature on leadership in Pakistan and especially in the banking sector of Pakistan is based on followers' perceptions or observations about their leaders. There is need to study this relationship from both leaders as well as subordinates' perspectives in different public and private sector organizations. Therefore, the purpose of current study is to examine the congruence between self and subordinates' perceptions about leadership styles and performance in the banking sector of Pakistan. This study is a valuable addition in the current literature on leadership generally and congruence in leadership especially.

CHAPTER 3

METHODOLOGY

The purpose of this chapter is to describe the research methods that are used in this study. This chapter consists of five sections: an overview of research design, population and sample, instrumentation, data collection and data analysis. These five sections give an overview of the procedures that are used in this study to examine the congruence between self and subordinates' perceptions about leadership styles and performance in the banking sector of Pakistan.

3.01 Overview of the Research Design

This quantitative study uses causal comparative design also known as ex-post facto to study and describe the relationships between and among different variables. It is a quantitative study as it tests a theory composed of variables, measures with numbers, and analyzes with statistical procedures (Creswell, 2009) and casual comparative as it tries to establish a cause-effect relationship among variables. Further, it tries to explain that the values of independent variables have statistically significant impact on dependent variables. In this study, there are three independent/predictor variables: transformational leadership (composed of five dimensions), transactional leadership (composed of three dimensions), and laissez-faire leadership (composed of one factor). Further, this study has the following four criterion/dependent variables: perceived leadership effectiveness, subordinates' readiness to exert extra effort on job, satisfaction with leaders, and, organizational commitment. To study the relationship between the dependent criterion variables and independent predictor variables, multiple regression analysis is be used. However, MANOVA and ANOVA techniques are used

to examine the difference of perceptions about leadership styles among managers and subordinates.

3.02 Organizational Setting

The organizational setting for this research is the banking sector in Pakistan. The choice of the banking sector for this study is due to the following reasons. First, it is a fast growing sector in Pakistan and undergoing certain changes i.e. technological, human resource training and transformation, and, mergers and acquisitions (Bodla & Hussain, 2010). Second, the available literature on the banking sector of Pakistan shows that leadership styles in banking have a significant relationship with subordinates' performance outcomes. Third, the banking sector of Pakistan operates under the control of the State Bank of Pakistan. Every bank working in Pakistan follows the same rules and regulations set by the State Bank of Pakistan. In this way, it is reasonable to study and generalize the findings. Fourth, the banking sector of Pakistan provides equal job opportunities for both males and females^{vi}. In order to recruit, train, retain and compensate their employees, the banking sector has the same policy. That's why, the banking sector is an appropriate choice to conduct any study and implement any policy or recommendations. Fifth, the workforce of banks does not belong to any particular culture or region. The people working in banks belong to different cultures and different regions of Pakistan. In this way, the banking sector is an ideal setting for the present study to examine the congruence between leaders and subordinates' perceptions about leadership styles and performance. Further, it may help to generalize the findings of the study on all banking sector of Pakistan. Sixth, the HRD is an under studied area in Pakistan and HRM related activities are mainly the focus of available research studies. Therefore, the findings and recommendations of

this study may be helpful for HR professionals to solve different issues at individual, group or organizational levels. Further, the finding of this study may start a new thinking and opportunity to improve individual and organizational performance.

Thus, the congruence between leaders and subordinates' perceptions about the style and performance of leaders and the readiness of subordinates to exert extra effort is necessary to achieve higher goals at individual as well as organizational level (Brutus, Fleenor, & Tisak, 1999). Figure 6 shows the general organizational structure of any branch.

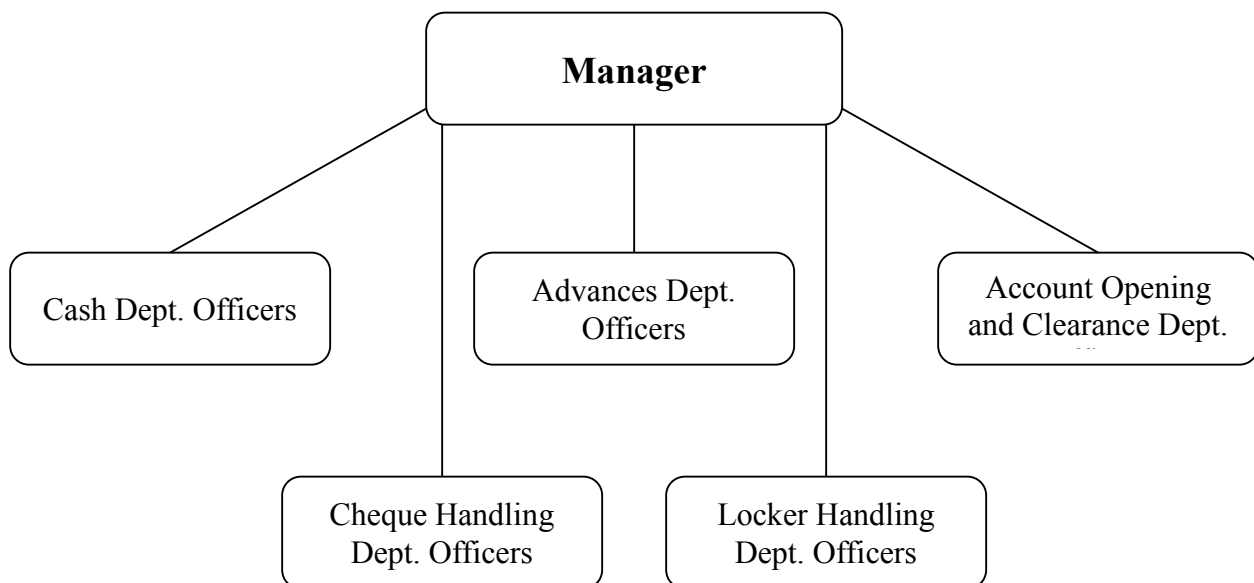


Figure 6: General Organizational Structure

3.03 Population and Sample

According to Business Network Switzerland (February 2011)^{vii}, 40 banks with 9,087 branches operate in Pakistan. Developing sample is critical when multiple organizations are involved in the study (Bartlett, 2001). Therefore, the purposeful sampling technique is used in this study. The population of this study consisted of branch managers and their immediate

subordinates from all operational branches of 5 alpha banks in Pakistan. The sample frame for the current study consisted of 65 operational branches of 5 banks. These five banks consisted of almost 25,000 employees. However, all 25,000 employees were not the target sample of the current study. The branches were selected on purposeful sampling technique and only those branches were considered for this study that had branch manager with at least five subordinates. The respondents from these branches were selected on non-random purposeful sampling strategy. However, only those people were selected for this study who had the ability to understand and respond the questions in English language. The workforce in Pakistani banks does not belong to that particular area where the branches are located. The banks all over the country consist of managers and workforce from different regions, with different cultures of the country and irrespective of gender. So, the respondents/participants for this study were selected irrespective of their culture, region or gender. Figure 7 provides a summary of the population, sample size, and expected response rate. The researcher took the verbal consent/permission from the branch manager through phone calls to participate in this study. The branch managers were informed about the nature of current research, research procedures, and the potential risks and benefits recommended by the Institutional Review Board of University of Illinois. After their verbal consent, the researcher visited the branches personally and invited the branch managers and subordinates to participate in the study. They were informed about the nature and procedure of research and the respect for privacy and anonymity in the study. All the respondents were required to agree with the terms and conditions to participate in this study. The researcher administered two different questionnaires: one for branch managers and second for subordinates. The branch managers were asked to fill out the questionnaire based on their perceptions (self-assessment) about their personal leadership styles and performance outcomes. The subordinates

were required to fill out the questionnaire based on their perceptions about the leadership styles of their manager.

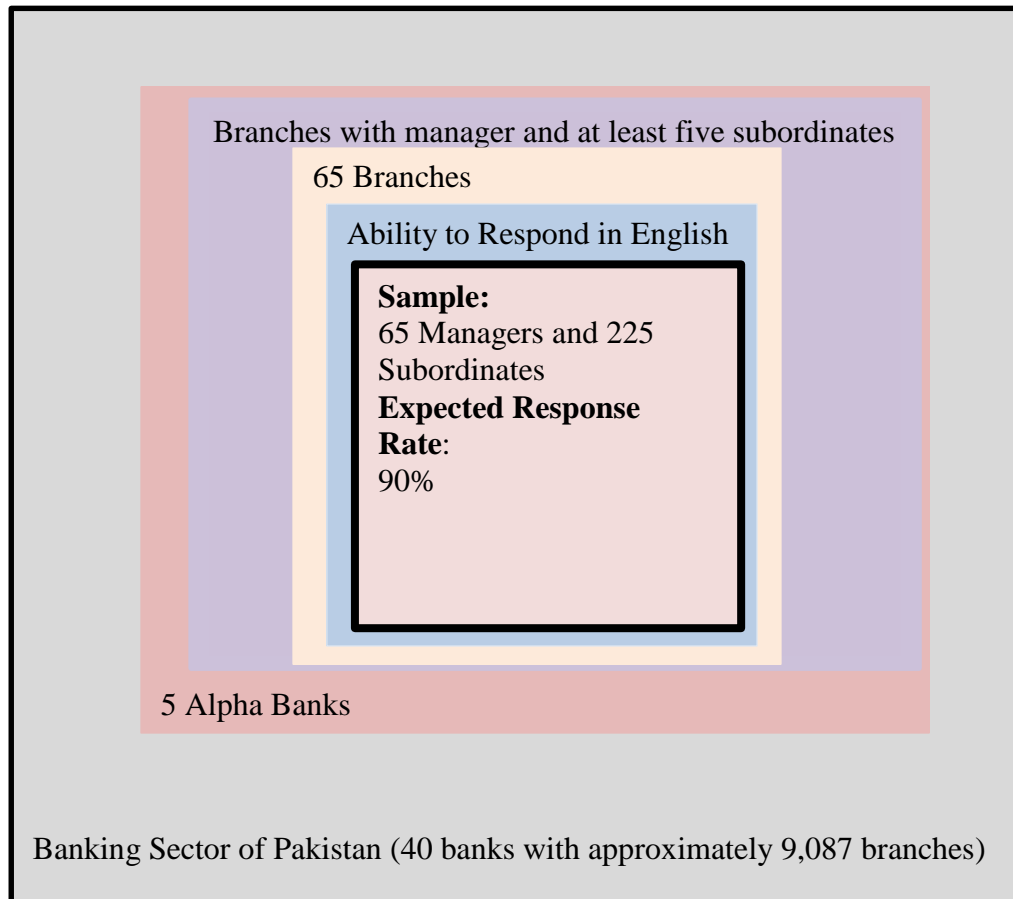


Figure 7: Population, Sample Frame and Response Rate

3.04 Instruments

Multifactor Leadership Questionnaire 360 (5X short) by Bass and Avolio^{viii} is be used to collect data. This is already developed and widely used questionnaire. It is already validated in different Pakistani settings (Shahzad, Rehman, & Abbas, 2010; Bodla & Nawaz, 2010; Bushra, Usman, & Naveed, 2011; Chaudhry, Javed, & Naveed, 2012; Batool, 2013). Bodla and Nawaz (2010) reported the internal consistency of scale as 0.74. They examined the difference among

365 faculty members of public and private universities in Pakistan. They found no significant difference about transformational leadership and avoidant/passive leadership styles among faculty members of public and private universities. Though they did not discuss any particular reasons behind this difference but there may be different factors like compensation, work environment and management behavior. However, the difference about transactional leadership style among faculty members of public and private universities is found significant. In this study, the MLQ 360 (5X short) is used to examine the relationship between transformational, transactional and laissez-faire leadership styles with subordinate's perceptions about their satisfaction with leaders, leaders' effectiveness and their readiness to exert extra effort on job. The MLQ 5X is a combination of self and other report measures of leadership style and effectiveness and is based on Bass's (1985) theory of transformational and transactional leadership. In the present study, both self and other report measure questionnaires are used (one for the branch manager and second for his/her immediate subordinates) to obtain their perceptions on different questions related to study.

The MLQ is an already developed and widely used measure to test the full range leadership model consists of transformational, transactional, and laissez-faire leadership (Bass & Avolio, 1993; Bass & Avolio, 1994; Avolio, 2011) which are represented through the following nine dimensions.

Transformational Leadership
1. Idealized influence (attributed)
2. Idealized influence (behavioral)
3. Inspirational motivation

(Figure 8 continued)

4. Intellectual stimulation
5. Individualized consideration
Transactional Leadership
6. Contingent Reward
7. Management by Exception (active)
8. Management by Exception (passive)
Laissez-Faire Leadership
9. Laissez-faire Leadership

Figure 8: Leadership Styles with Measurement Dimensions

On the basis of empirical studies, the multifactor leadership questionnaire has undergone many modifications about the behaviors to represent transformational, transactional, and laissez-faire leadership. The latest version of the multifactor leadership questionnaire (MLQ 360 5X short) is used in this study. This questionnaire is based on Likert scale from 1 to 5 on scale.

In order to examine the perceptions about organizational commitment, the shortened Organizational Commitment Questionnaire (OCQ) by Meyer and Allen (1997) is used. The OCQ is already developed questionnaire and is widely used in different studies to measure organizational commitment (Steers, 1977; Bergman, 2006; González & Guillén, 2008). The OCQ has gone many modifications regarding the number of questions and type of organizational commitment. The latest version of OCQ (1997) is used for this study. The questionnaire is based on 18 questions and measure three types of organizational commitment (affective, continuance and normative). In addition, four demographic variables (gender, age, education, and tenure) are used in this study. However, the above scale is assumed as continuous scale for this study.

3.05 Data Collection

The current employees in the positions of branch managers and their immediate subordinates that can understand and respond the questions in English language. The sample for this study consists of 65 branches that include 65 branch managers and 225 subordinates. The branch managers were the heads of particular branches and had administrative experience in their respective area of expertise. The researcher contacted the branch managers through phone calls and informed them about the nature of present study, its procedures, and potential risks and benefits, recommended by the Institutional Review Board of University of Illinois. After their verbal consent, the researcher visited the banks to administer questionnaires.

In the present study, self-administered paper based questionnaires (one for the branch manager and second for his/her immediate subordinates) are used to obtain their perceptions about different questions related to study. A consent letter to participate in this study was part of the paper based questionnaire and every respondent were required to agree with the terms and conditions to participate in the study. In order to collect required data (questionnaires) from each branch, a follow-up visit was scheduled to the respective branches. This procedure took two months to complete data collection. After data collection process, the data was transferred into MS Excel sheet and all of the participants were identified by a code. The data remained confidential. Only researcher had access to check and monitor the data and record it.

3.06 Data Analysis

A five-point Likert scale is used to rate the response and measure the frequency of the perceived behavior. The following rating scale is used to measure MLQ items:

1 = Not at all

2 = Once in a while

3 = Sometimes

4 = Fairly Often

5 = Frequently (if not always)

In order to measure OCQ items, the following five-point Likert scale is used:

1 = Strongly Disagree

2 = Disagree

3 = Do Not Know

4 = Agree

5 = Strongly Agree

The Statistical Package for Social Science (SPSS) is used for data analysis in this study. The data is analyzed using inferential and descriptive statistics. ANOVA and multiple regression analysis is used to examine the statistical significance and degree of the relationship among different dependent and independent variables.

The purpose of descriptive statistics is to illustrate the demographics (gender, experience, age and education) of the study sample. In addition, zero-order correlations between the leadership factors and outcome factors is also examined.

The purpose of inferential statistics is to reach the conclusions of the study. Multiple regressions is used as an inferential statistic technique to analyze the research hypotheses. According to Lomax (2007), multiple regression technique is used to examine the effects of more than one predictor (independent) variable on one criterion (dependent variable). Multiple regression technique is used to examine: how well the independent variables predict dependent

variable, and which variables significantly predict the dependent variable (Mertler & Vannatta, 2004).

In the present study, multiple regression analysis is used to understand the impact of managers' leadership styles (transformational, transactional and laissez-faire leadership) on subordinates' outcomes of leader effectiveness, extra effort, satisfaction with the leader and organizational commitment. In addition, it is used to determine leadership styles fit in Full Range Leadership model to predict each outcome, and which leadership factor(s) is significant predictor(s) of outcomes. The IBM SPSS (Statistical Package for the Social Sciences) version 22.0 is used to analyze the data. The level of significance for multiple regression analysis to interpret the results is set at .05.

3.07 Pilot Study

Pakistan is a culturally rich country. It represents many sub-cultures, languages and religions. The purpose of the preliminary study (Asrarulhaq, 2012) was to examine the congruence between self (managers) and others' (subordinates) perceptions about managers' leadership styles and their performance. Further, the aim was to assess the influence of different sub-cultures in the banking sector of Pakistan. The data was collected from five banks (5 managers and 26 subordinates). The full range leadership model of Bass and Avolio was used to check the relationship of managers' leadership styles (transformational, transactional and laissez-faire) and performance outcomes (effectiveness, satisfaction and extra effort). The data was collected from five banks (5 managers and 26 subordinates) by using MLQ 360 (5 X Short). The sample of the study was selected from different regions representing different sub-cultures. The managers responded about their perceived leadership style and performance. The subordinates

responded about perceived leadership styles and performance of their managers. The data was analyzed using ANOVA and regression analysis.

The results of the study showed that the banking sector of Pakistan is not influenced by the sub-cultures in the country. All the managers were male and master degree holders. However, subordinates had 12% female representation. The qualification of 80% subordinates was master and the rest of 20% were bachelor degree holders. Further, no significant difference was found among the perceptions of managers and subordinates about leadership styles and performance across regions. The insignificant difference exists in the perceptions of employees about the transactional leadership style. The managers at BAL region sometimes used transactional leadership style whereas the managers at all other regions used it very often.

However, the results indicated that differences exist between managers and subordinates about their perceptions about the relationship styles at different sub dimensions of transformational and transactional leadership styles and performance variables. The following significant differences were found in the preliminary (pilot) study.

First, the managers perceived the impact of idealized influence (behavior), individualized consideration and intellectual stimulation on effectiveness outcome as positive but insignificant. On the other hand, subordinates perceived this impact as positive but highly significant.

Second, the managers perceived the impact of idealized influence (attributed), individualized consideration and inspirational motivation on satisfaction outcome as negative whereas the subordinates perceived this impact as positive.

Third, the managers perceived the relationship between contingent reward and subordinates' extra effort as negative and significant whereas subordinates perceived as negative and insignificant.

Fourth, the managers perceived that management by exception (active) has positive and insignificant impact on subordinates' extra effort whereas subordinates perceived it as negative and insignificant.

The results of this preliminary study guided for the present study. Thus, the present study examined the congruence between managers and subordinates' perceptions about leadership styles and performance in the banking sector of Pakistan. The cultural dimensions (power distance, masculinity and uncertainty avoidance) are considered the cultural context for the study.

CHAPTER 4

RESULTS

This chapter presents statistical information obtained from data to answer the research questions and the results of the study. The present study is an effort to examine the congruence between managers' (self) and their subordinates' perceptions about their leadership styles and performance within full range leadership model (Bass, 1985; Bass & Avolio, 1994; Avolio 2011) and three component model of organizational commitment (Meyer & Allen, 1991, 1997). This chapter consists of three sections (a) data screening (b) descriptive statistics and (c) inferential statistics.

4.01 Screening of Data

Data screening involved data management (transferring and coding data into electronic files, handling missing data, scoring instruments, identifying outliers (extreme values), and checking reliability of the instruments. The statistical software IBM SPSS® Statistics version 22 was employed in this regard.

Participation

In total, 70 managers and 250 subordinates from 70 operational branches of five alpha banks were invited to participate in the study. However, 70 managers and 236 subordinates were eligible to participate in the study based on English language proficiency requirement. Further, 65 managers and 227 subordinates voluntarily participated in the study, resulting in a response rate of 92.86% and 96.18% for managers and subordinates respectively. In this regard, two self-administered paper based questionnaires (one for managers and second for his/her immediate subordinates) were used to obtain their perceptions about different questions related to study. A consent letter to participate in this study was part of the paper based questionnaire and every

respondent was required to agree with the terms and conditions to participate in the study. In order to expedite the data collection process, a follow-up visit was scheduled to the respective branches. However, 63 questionnaires from managers and 224 questionnaires from subordinates were received to the researcher, resulting in 96.92% of managers and 98.68% of subordinates participated in the study.

Data management

As recommended by Creswell (2009), the data was transferred from the questionnaires (paper and pencil version) to an electronic file in Microsoft Excel (MS Excel). In order to avoid typing errors, data was screened randomly and verified. The data was screened for missing responses according to given guidelines for survey instruments (MLQ-5X short and OCQ). The total missing values were reported less than 2%. There are different methods to handle missing data (Tabachnick & Fidell, 2013). For instance, the Mind Garden quoted Avolio (the co-author of MLQ-5X short): “I would generally say if you have 3 items for a scale keep that data and plug in the mean [for those 3 for the 4th item], as that won't change your results^{ix}.” The same method was used to deal missing data in this study. The data was scored according to the scoring keys of instruments (MLQ-5x short and OCQ)

The MLQ instrument contained 45 questions and OCQ instrument contained 18 questions. The 36 items in MLQ questionnaire measured leadership styles and 9 items measured three outcomes. The Leadership styles included transformational, transactional, and laissez-faire leadership behaviors. The three outcomes included perceived leadership effectiveness, extra effort and satisfaction. The 18 OCQ items measured three dimensions of organizational commitment: affective commitment, continuance commitment and normative commitment. The scores were computed according to instruments' scoring keys.

Detection of outliers

According to Tabachnick and Fidell (2013), outliers are the extreme values in the data. It is different from the rest of data and results from some unusual variable/score or combination of variables/scores. The outliers may affect the accuracy of statistical analysis results. Tabachnick and Fidell (2013) proposed four general causes of outliers: incorrect data entry, absence of codes for missing values, item may be outside of the population, and distribution of variables different from a normal population. The data was entered correctly, missing values were handled carefully and all the patterns were checked to avoid extreme values. The data was checked for outliers using SPSS graphical method and was found satisfactory for this study. The graphic representation of outlier analysis is given in Appendix D.

Reliability of instrument

The reliability and internal consistency of MLQ-5X short and OCQ is globally recognized. However, in order to determine the internal consistency of the instrument for this study, cronbach alpha (α) was calculated. The overall internal consistency of the 16 scale questionnaires (.85 for subordinates' instrument, .75 for managers' instrument, and .85 for combined instruments) was acceptable coefficient for reliability (Creswell, 2009). However, scale-wise cronbach alpha for managers' instrument was below average. The literature shows that self-ratings usually produce lower estimates of internal consistency. In addition, it was consistent with the early findings of Bass and Avolio (1990, 1993, and 1999). Moreover, it was necessary to have same structure of variables to compare managers' and subordinates' perceptions about leadership styles and performance. Therefore, the scales with lower cronbach alpha were also used in the study. The scale-wise cronbach alpha can be seen in Table 1.

Table 1

Reliability Statistics of Instruments

Variable	Cronbach α (Managers)	Cronbach α (Subordinates)	Cronbach α (managers and subordinates combined)
IIA	0.66	0.83	0.83
IIB	0.65	0.83	0.83
IM	0.64	0.83	0.82
IS	0.66	0.84	0.83
IC	0.67	0.83	0.83
CR	0.66	0.84	0.83
MBEA	0.66	0.84	0.83
MBEP	0.77	0.85	0.86
LF	0.79	0.85	0.85
EFF	0.68	0.84	0.86
EE	0.67	0.83	0.83
SAT	0.66	0.85	0.83
ACOM	0.72	0.85	0.84
CCOM	0.74	0.86	0.86
NCOM	0.73	0.86	0.86
Transf_L	0.60	0.81	0.81

4.02 Descriptive Statistics

The purpose of this section is to illustrate (a) the demographic characteristics (b) factor analysis, and (c) zero-order correlation between independent and dependent variables.

Demographic information

The sample of this study is composed of bank managers and their immediate subordinates from different operational branches of five banks in Pakistan. The total sample of useable

surveys obtained from sixty branches is 63 managers and 224 subordinates. The demographic information about the managers and their subordinates is presented in Table 2.

Table 2

Summary of Sample Composition by Demographic Characteristics

Demographic	Category	Managers (n=63)		Subordinates (n=224)	
		<i>N</i>	%	<i>n</i>	%
Gender	Male	56	90.32	144	67.29
	Female	6	9.68	70	32.71
Age	25 years or less	0	0	6	2.80
	26-35 years	36	65.45	193	90.19
	36-45 years	17	30.91	15	7.01
	46 years or above	2	3.64	0	
Education	Less than 14 years	0	0	0	0
	14 years	8	13.79	24	11.27
	16 years	42	72.41	187	87.79
	18 years or above	8	13.79	2	0.94
Job Tenure	Less than 1 year	1	1.85	13	6.02
	1-4 years	21	38.89	106	49.08
	5-8 years	20	37.04	62	28.70
	9 years or above	12	22.22	35	16.20

Note. n= Response, % = Response rate

Demographic survey results

The sample consisted of 63 managers and 224 subordinates. The demographics showed that banking sector in Pakistan is male dominant sector. There were only 6 females at manager level whereas 32.71 percent subordinates were females which represented less than half of the subordinates' sample. Based on gender, a significant difference was found in managers' self-perceptions about management by exception (passive) and satisfaction. The detail of gender based descriptive statistics for leadership styles and performance variables is given in Table 1E of Appendix E.

As the literature shows the banking sector of Pakistan was rapidly growing due to advancement of technology and competition, the banks recruited young and skilled people. It was illustrated by the demographic data that 90.19 percent of the subordinates and 65.45 percent of managers belonged to 26-35 years age group. There were only 2 managers who had 46 years of age or more whereas no subordinate belonged to this group. The detail of age based descriptive statistics for leadership styles and performance variables is given in Table 2E of Appendix E.

The education level of 86.2 percent managers and 88.73 percent subordinates was at least Masters. The 13.79 percent managers and 11.27 percent of subordinates had bachelor degrees. In addition, 8 managers and 2 subordinates had 18 years education or above. The detail of education based descriptive statistics for leadership styles and performance variables is given in Table 3E of Appendix E.

For respondents' job tenure, the majority had one to eight years of experience at their current positions. The 38.89 percent managers and 49.08 percent subordinates had one to four years of experience. The managers and subordinates with five to eight years of experience at

current position represented 37.08 percent and 28.70 percent of respondents respectively. The managers with nine years or more experience were 22.22 percent whereas subordinates with nine years or more experience were 16.20 percent. Based on researcher's personal experience, some of the experienced managers were promoted to some administrative positions like Regional Chief Managers (RCMs) or Assistant Vice Presidents (AVPs) etc. and some got retirement with attractive packages (offered by banks against their retirement before time) in last couple of years. The detail of tenure based descriptive statistics for leadership styles and performance variables is given in Table 4E of Appendix E.

Factor analysis

After determining reliability of the instrument and scales, factor analysis was run to check the intercorrelations among different dimensions of leadership styles and outcomes to establish the composite factors to be used in inferential statistical analysis. Principal Axis Factor (PAF) method (with varimax rotation) was used for factor analysis of managers' and subordinates' data sets separately. The factors were considered based on the eigenvalues (greater than 1) and KMO measure of sampling adequacy (minimum 6). The results of the subordinates' data showed that one factor was extracted from five dimensions of transformational leadership. In addition, one factor was extracted from three dimensions of transactional leadership. However, the results of managers' data were different. The five dimensions of transformational leadership extracted one factor whereas three dimensions of transactional leadership extracted two factors. As the study aimed at comparing the perceptions of both managers and subordinates about leadership styles, same method was followed in extracting factors of leadership styles. The combine factor of all five transformational leadership dimensions was extracted from both managers' and subordinates' data sets and named as transformational leadership style (Transf-L)

in respective data sets. The KMO measures for transformational leadership factors were 0.81 ($p < .001$) and 0.802 ($p < .001$) for managers' and subordinates' data sets respectively. However, no factor was extracted from transactional leadership dimensions. Results of extracted factors are shown in Table 3.

Table 3

Summary of Factor Analysis for Transformational Leadership (5 Factors)

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
Managers						
IIA	3.273	65.451	65.451	2.877	57.532	57.532
IIB	0.685	13.69	79.142			
IM	0.498	9.959	89.10			
IS	0.326	6.518	95.619			
IC	0.219	4.381	100.00			
Subordinates						
IIA	2.715	54.298	54.298	2.183	43.662	43.662
IIB	0.776	15.527	69.826			
IM	0.64	12.797	82.623			
IS	0.47	9.396	92.018			
IC	0.399	7.982	100.00			

Zero-order correlation between leadership dimensions and outcomes

Zero-order correlations were tested between leadership dimensions and outcomes based on the results of MLQ and OCQ instruments. It is used to examine the relationship between two variables in statistical analysis without considering the influence of other variables. In this study, Pearson's product-moment correlation coefficients (r) is used to examine the zero-order

correlation. The higher value of (r) represents a strong correlation whereas a lower value of (r) indicates weak correlation between variables. The results about the relationship between dimensions of transformational leadership and outcomes are positively correlated and is consistent with the available literature (Asrarulhaq, 2012; Bass & Avolio, 1990; Bass et al., 1995). The laissez-faire leadership is negatively correlated with all six performance variables. However, some patterns of correlation between sub dimensions are interesting. For instance, Management by exception (passive) is negatively correlated with four performance variables (effectiveness, satisfaction, affective commitment and normative commitment) and is positively correlated with two performance variables (satisfaction and continuance commitment). In addition, gender and education also had some interesting correlations. The correlations between all variables of the study are reported in Table 4.

Table 4

Zero-order Correlation

		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
1	IIA	-																			
2	IIB	.56**	-																		
3	IM	.56**	.59**	-																	
4	IS	.36**	.44**	.52**	-																
5	IC	.56**	.43**	.48**	.39**	-															
6	CR	.51**	.59**	.63**	.50**	.48**	-														
7	MBEA	.56**	.42**	.47**	.33**	.59**	.38**	-													
8	MBEP	.24**	0.08	0.02	-0.09	.32**	-0.07	.38**	-												
9	LF	0.05	-0.08	-0.09	-0.07	.21**	-.18**	.22**	.61**	-											
10	EFF	.50**	.54**	.51**	.40**	.31**	.57**	.31**	-0.10	-.24**	-										
11	EE	.44**	.55**	.61**	.43**	.35**	.47**	.41**	0.08	-0.05	.56**	-									
12	SAT	.23**	.44**	.44**	.46**	.18**	.42**	.22**	-.18**	-.26**	.48**	.57**	-								
13	ACOM	0.06	.16**	.18**	.14*	0.09	.19**	0.04	-0.05	-.13*	.16**	0.11	0.07	-							
14	CCOM	0.01	0.01	0.01	0.01	0.05	0.07	0.00	0.01	-0.02	0.05	-0.08	-0.05	-0.01	-						
15	NCOM	0.03	0.03	0.05	0.02	0.03	0.05	-0.07	-0.05	-0.05	0.09	0.11	0.09	.19**	0.09	-					
16	GEN	0.05	-.15*	-0.08	-.22**	0.04	-0.03	.14*	.22**	.13*	0.07	-0.03	-.17**	0.00	-0.07	0.06	-				
17	AGE	-0.01	0.01	0.12	.13*	0.04	0.12	0.07	-.12*	-.14*	0.09	0.05	0.10	0.11	0.10	0.06	-0.12	-			
18	EDU	-0.01	-0.02	-0.02	.14*	-0.03	-0.05	-0.05	-0.09	-0.10	0.09	0.05	.12*	-.12*	.17*	-0.03	-0.10	-0.07	-		
19	TEN	-0.08	0.02	.16**	.13*	0.05	0.05	0.00	-0.04	0.03	0.06	0.03	0.05	0.07	.13*	0.08	-0.10	.16*	0.04	-	
20	Transf_L	.81**	.75**	.77**	.55**	.66**	.63**	.55**	.19**	0.03	.53**	.57**	.38**	0.11	-0.05	-0.01	0.00	-0.04	-0.01	0.03	-

Note. IIA = Individualized influence attributed, IIB = Individualized influence behavior, IC = Individualized consideration, IM = Inspirational motivation, IS = Intellectual Stimulation, CR = Contingent Reward, MBEA = Management by exception active, MBEP = Management by exception passive, LF = Laissez-faire leadership, EFF = Effectiveness, EE = Extra effort, SAT = Satisfaction, ACOM = Affective commitment, CCOM = Continuous commitment, NCOM = Normative commitment, GEN = Gender, AGE = Age group, EDU = Education, and TEN = Tenure. Gender is represented through different codes. Males are given 0 as code and Females are given 1. Different codes are given to different age group. 35 years or less = 0, and, 36 years or above = 1. Different codes are given to different level of education. 16 years degree or above = 0, Less than 16 years degree = 1. Different codes are given to different level of tenure. 4 years or less tenure = 1, 5-8 years tenure = 2, 9 years tenure or above = 3.

* $p < .05$, ** $p < .01$

4.03 Inferential Statistics

The purpose of inferential statistics is to address research hypotheses of the study based on statistical analysis. MANOVA, ANOVA, and OLS multiple regression techniques are used for inferential statistics in the study. OLS multiple regression is used to predict the value of a single variable from one or more independent variables. The general purpose of OLS multiple regression is to explain the relationship between several independent or predictor variables and one dependent or criterion variable. In other words, multiple regression analysis is used to determine: how effectively a set of variables can predict a particular outcome and which variable(s) significantly predict the outcome. In this study, OLS multiple regression analysis is used to examine the effects of leadership styles (transformational, transactional and laissez-faire) on outcomes (effectiveness, extra effort, satisfaction, affective commitment, continuance commitment, and normative commitment). The IBM SPSS 22.0 is used to analyze the data. The level of significance is set at .05 to interpret regression results.

4.04 Results of Research Hypotheses

The research questions for the present study were based on four levels. The first level consisted of research questions about the comparison of managers' (self) and subordinates' perceptions about their leadership styles. The second level was about the relationship between managers' self-perceived leadership styles and subordinates' outcomes. The third level was about the relationship between managers' leadership styles as perceived by subordinates and their outcomes. The fourth level was about the congruence between managers' (self) and subordinates' perceptions about their leadership styles and performance. The statistical tests used in the present study to answer the research questions were ANOVA, MANOVA (for level 1

questions) and OLS multiple regression analysis (for level 2-4 questions). The statistical results of the research questions are presented by levels.

4.05 Comparison of Managers' (Self) and Subordinates' Perceptions about Managers' Leadership Styles (Level 1)

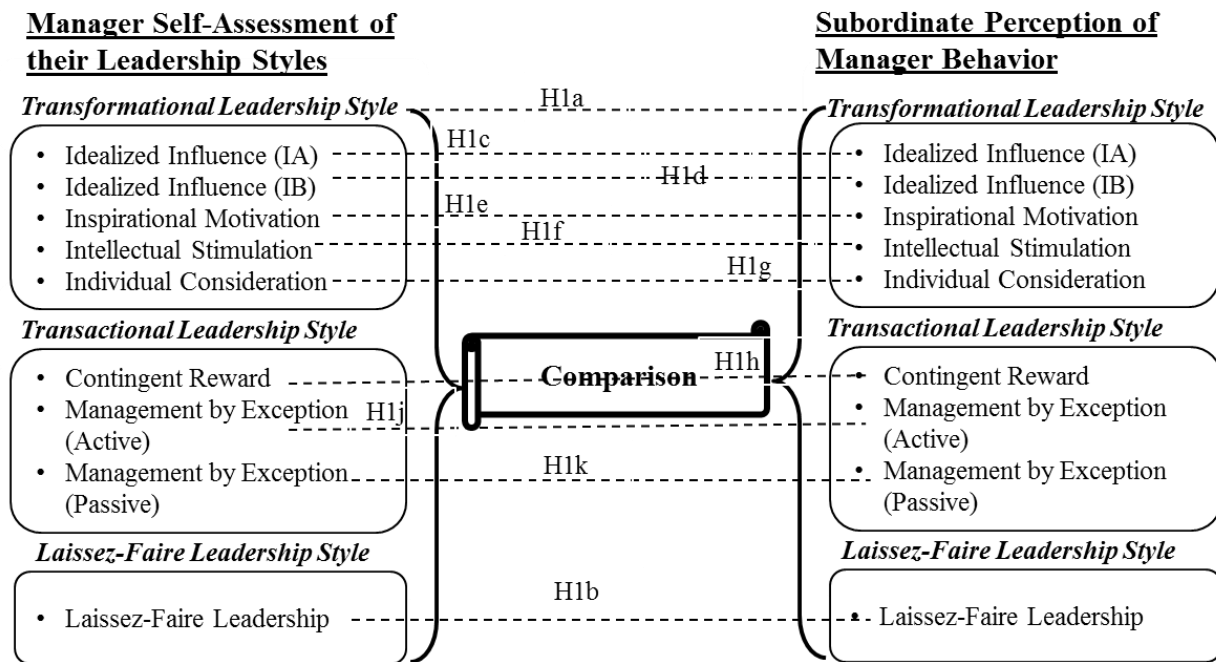


Figure 9: Comparison of managers' (self) and subordinates' perceptions about leadership styles

This section is based on the comparative analysis of managers' self-perceived leadership styles and subordinates' perceptions about their leadership styles (transformational, transactional and laissez-faire). Leadership styles were ranked on Likert scale (from 'frequently = 5' to 'not at all = 1') by managers and subordinates based on their perceptions of how often a particular behavior is practiced by managers in respective bank. The leadership styles of managers were assessed on the basis of MLQ leadership styles and dimensions. The MLQ consisted of three leadership styles: transformational, transactional, and laissez-faire. In order to better understand

the difference of perceptions about managers' leadership styles, MANOVA and ANOVA techniques were used at leadership style level as well as dimension level. In ANOVA, four demographics (gender, age, education, and tenure) are entered as control variables.

H1: There is a significant difference between self and subordinates' perceptions about leadership styles of managers in the banking sector of Pakistan.

In order to assess difference between self (managers') and subordinates' about their leadership styles, two MANOVA models were estimated. Table 5 provides the MANOVA results. The summary of significant mean differences between managers' (self) and subordinates' perceptions about leadership styles is shown in Table 16. In first model, the group difference between leadership styles was estimated with respect to four demographic variables (gender, age, education, and tenure). In the second model, the group difference between leadership styles was estimated with respect to rank (while retaining all four demographics in the first model). Box's M test was used to test the equality of covariance matrices. The results indicated that Box's M was significant, $F(275, 9540.602) = 1.682, p < .001$. Wilks' Lambda test statistic was used to interpret the MANOVA results.

In the first model, Wilks' Lambda value in multivariate tests indicated a statistical significant group difference between perceived leadership styles with respect to gender and age, Wilks' Lambda = 0.87, $F(9, 227) = 3.90, p < .001, \eta^2 = .134$, and Wilks' Lambda = 0.93, $F(9, 227) = 1.99, p = .042, \eta^2 = .073$ respectively. In the second model, Wilks' Lambda value in multivariate tests indicated a statistical significant group difference between perceived leadership styles with respect to gender and rank, Wilks' Lambda = 0.87, $F(9, 226) = 3.73, p < .001, \eta^2 = .129$, and Wilks' Lambda = 0.81, $F(9, 226) = 5.92, p < .001, \eta^2 = .191$ respectively. In order to better understand the difference between managers' (self) and subordinates' perceptions about

leadership styles and dimensions, the above hypothesis is divided into sub hypotheses (at leadership style and dimension level). In order to examine the group differences, parameter estimates and post-hoc test (Tukey) analysis techniques were used. The parameter estimates technique was used for four variables (gender, age, education, and rank) to see how different groups rated the variables. In order to examine the group differences for tenure variable, post-hoc test (Tukey) analysis was used because parameter estimates is used only for variables with two groups and tenure consisted of three groups. The overall results showed that gender (female group) had significant role in managers' (self) and subordinates' perceptions about leadership styles. The detail results of parameter estimates and post-hoc (Tukey) analysis are shown in Appendix F (Table 1F to Table 10F).

Table 5

Multivariate Test for Leadership styles and Demographics (Managers and Subordinates)

Effect	Wilks' Lambda	F	df1	df2	p	η^2
Model 1 (without Rank)						
GEN	0.87	3.90	9	227	< .001	.134
AGE	0.93	1.99	9	227	.042	.073
EDU	0.95	1.38	9	227	.196	.052
TEN	0.91	1.28	18	454	.194	.048
Model 2 (with Rank)						
GEN	0.87	3.73	9	226	< .001	0.129
AGE	0.96	1.10	9	226	.365	0.042
EDU	0.95	1.37	9	226	.202	0.052
TEN	0.91	1.24	18	452	.223	0.047
RANK	0.81	5.92	9	226	< .001	0.191

H1a: There is a significant difference between self and subordinates' perceptions about transformational leadership style of managers in the banking sector of Pakistan.

In order to examine statistical difference between managers' and subordinates' perceptions about managers' transformational leadership style, two ANOVA models were estimated. Table 6 provides the ANOVA results. In the first model, the main effect of four demographic variables (gender, age, education, and tenure) on dependent variable was estimated. The result showed that four demographic variables explained approximately 0.6% of the total variation in transformational leadership style. The results indicated that no demographic variable predicted significant change in transformational leadership style.

In the second model, rank was added as an independent variable. The result showed that (four demographic variables and rank) also explained approximately 0.6% of the total variation in transformational leadership style. The results indicated that no variable predicted significant change in transformational leadership. In other words, there was no significant mean difference in transformational leadership style between managers' and subordinates' perceptions.

Table 6

Summary of ANOVA for Transformational Leadership Style

	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>p</i>	η^2
Without Rank						
GEN	0.05	1	0.05	0.06	.811	~ 0
AGE	0.23	1	0.23	0.28	.600	.001
EDU	0.13	1	0.13	0.16	.688	.001
TEN	0.62	2	0.31	0.37	.688	.003
Error	193.09	235	0.82			

(continues)

Table 6 (continued)

With Rank							
GEN	0.06	1	0.06	0.07	.787	~ 0	
AGE	0.26	1	0.26	0.32	.575	.001	
EDU	0.14	1	0.14	0.17	.683	.001	
TEN	0.60	2	0.30	0.36	.697	.003	
Rank	0.03	1	0.03	0.04	.838	.000	
Error	193.06	234	0.83				

H1b: There is a significant difference between self and subordinates' perceptions about laissez-faire leadership style of managers in the banking sector of Pakistan.

In order to examine statistical difference between managers' and subordinates' perceptions about managers' laissez-faire leadership style, two ANOVA models were estimated. Table 7 provides the ANOVA results. In the first model, the main effect of four demographic variables (gender, age, education, and tenure) on dependent variable was estimated. The result showed that four demographic variables explained approximately 5.1% of the total variation in laissez-faire leadership style. The results indicated that gender and age predicted significant change in laissez-faire leadership style. The parameter estimates indicated that 'female' group had significantly higher ratings for laissez-faire leadership style, $dM = -0.22$, $SE = (0.10)$, $t = -2.15$, $p = .032$, 95% CI : $[-0.43, -0.02]$. In addition, the parameter estimates indicated that respondents with age group of '35 years or less' had significantly higher ratings for laissez-faire leadership style, $dM = -0.30$, $SE = (0.14)$, $t = 2.10$, $p = .037$, 95% CI : $[0.02, 0.58]$.

In the second model, rank was added as an independent variable. The result showed that (four demographic variables and rank) explained approximately 6.3% of the total variation in laissez-faire leadership style. In addition, there was no variable that predicted significant change.

The detail results of parameter estimates and post-hoc (Tukey) analysis are shown in Table 2F of Appendix F.

Table 7

Summary of ANOVA for Laissez-faire Leadership style

	<i>SS</i>	<i>Df</i>	<i>MS</i>	<i>F</i>	<i>p</i>	η^2
Without Rank						
GEN	2.36	1	2.36	4.63	.032	.019
AGE	2.24	1	2.24	4.41	.037	.018
EDU	0.91	1	0.91	1.79	.182	.008
TEN	0.65	2	0.33	0.64	.528	.005
Error	119.67	235	0.51			
With Rank						
GEN	1.72	1	1.72	3.40	.066	.014
AGE	1.12	1	1.12	2.22	.137	.019
EDU	0.82	1	0.82	1.62	.205	.017
TEN	0.64	2	0.32	0.63	.533	.015
Rank	1.43	1	1.43	2.83	.094	.012
Error	118.24	234	0.51			

H1c: There is a significant difference between self and subordinates' perceptions about 'idealized influence (attributed)' dimension of managers' leadership style in the banking sector of Pakistan.

In order to examine statistical difference between managers' (self) and subordinates' perceptions about idealized influence (attributed), two ANOVA models were estimated. Table 8 provides the ANOVA results. In the first model, the main effect of four demographic variables (gender, age, education, and tenure) on dependent variable was estimated. The result showed that four demographic variables explained approximately 1.7 % of the total variation in idealized

influence (attributed). The results indicated that no demographic variable predicted significant change in idealized influence (attributed).

In the second model, rank was added as an independent variable. The result showed that (four demographic variables and rank) explained approximately 5.7 % of the total variation in idealized influence (attributed). In addition, rank was the only variable that predicted significant change. The parameter estimates indicated that managers had significantly higher ratings for idealized influence (attributed), $dM = 0.34$, $SE = (0.11)$, $t = 3.12$, $p = .002$, 95% *CI*: [0.13, 0.56]. In other words, there was a significant mean difference in idealized influence (attributed) between managers' and subordinates' perceptions. The detail results of parameter estimates and post-hoc (Tukey) analysis are shown in Table 3F of Appendix F.

Table 8

Summary of ANOVA for Idealized Influence (Attributed)

	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>p</i>	η^2
Without Rank						
GEN	0.37	1	0.37	0.86	.354	.004
AGE	0.02	1	0.02	0.05	.829	~ 0
EDU	0.16	1	0.16	0.39	.534	.002
TEN	1.02	2	0.51	1.21	.302	.010
Error	99.74	235	0.42			
With Rank						
GEN	0.87	1	0.87	2.13	.146	.009
AGE	0.23	1	0.23	0.55	.457	.002
EDU	0.24	1	0.24	0.58	.446	.002
TEN	1.06	2	0.53	1.30	.276	.011
Rank	3.98	1	3.98	9.72	.002	.040

H1d: There is a significant difference between self and subordinates' perceptions about 'idealized influence (behavior)' dimension of managers' leadership style in the banking sector of Pakistan.

In order to examine statistical difference between managers' (self) and subordinates' perceptions about idealized influence (behavior), two ANOVA models were estimated. Table 9 provides the ANOVA results. In the first model, the main effect of four demographic variables (gender, age, education, and tenure) on dependent variable was estimated. The result showed that four demographic variables explained approximately 2.2% of the total variation in idealized influence (behavior). The results indicated that no demographic variable predicted significant change in idealized influence (behavior).

In the second model, rank was added as an independent variable. The result showed that (four demographic variables and rank) explained approximately 9.5% of the total variation in idealized influence (behavior). In addition, rank was the only variable that predicted significant change. The parameter estimates indicated that managers had significantly higher ratings for idealized influence (behavior), $dM = 0.41$, $SE = (0.09)$, $t = 4.35$, $p < .001$, 95% *CI*: [0.22, 0.59]. In other words, there was a significant mean difference in idealized influence (behavior) between managers' and subordinates' perceptions. The detail results of parameter estimates and post-hoc (Tukey) analysis are shown in Table 4F of Appendix F.

Table 9

Summary of ANOVA for Idealized Influence (Behavioral)

	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>p</i>	η^2
Without Rank						
GEN	1.19	1	1.19	3.69	.056	.015

(continues)

Table 9 (continued)

AGE	0.01	1	0.01	0.02	.884	~ 0
EDU	0.06	1	0.06	0.17	.68	.001
TEN	0.35	2	0.17	0.54	.586	.005
Error	76.01	235	0.32			
With Rank						
GEN	0.45	1	0.45	1.51	.221	.006
AGE	0.65	1	0.65	2.18	.142	.009
EDU	0.11	1	0.11	0.37	.542	.002
TEN	0.22	2	0.11	0.37	.69	.003
Rank	5.68	1	5.68	18.90	.001	.075
Error	70.33	234	0.30			

H1e: There is a significant difference between self and subordinates' perceptions about 'inspirational motivation' dimension of managers' leadership style in the banking sector of Pakistan.

In order to examine statistical difference between managers' (self) and subordinates' perceptions about inspirational motivation, two ANOVA models were estimated. Table 10 provides the ANOVA results. In the first model, the main effect of four demographic variables (gender, age, education, and tenure) on dependent variable was estimated. The result showed that four demographic variables explained approximately 3.5% of the total variation in inspirational motivation. The results indicated that no demographic variable predicted significant change in inspirational motivation.

In the second model, rank was added as an independent variable. The result showed that (four demographic variables and rank) explained approximately 14.6% of the total variation in inspirational motivation. In addition, rank was the only variable that predicted significant change. The parameter estimates indicated that managers had significantly higher ratings for

inspirational motivation, $dM = 0.56$, $SE = (0.10)$, $t = 5.51$, $p < .001$, 95% CI : [0.36, 0.76]. In other words, there was a significant mean difference in inspirational motivation between managers' and subordinates' perceptions. The detail results of parameter estimates and post-hoc (Tukey) analysis are shown in Table 5F of Appendix F.

Table 10

Summary of ANOVA for Inspirational Motivation

	<i>SS</i>	<i>Df</i>	<i>MS</i>	<i>F</i>	<i>p</i>	η^2
Without Rank						
GEN	0.11	1	0.11	0.27	.603	.001
AGE	1.02	1	1.02	2.53	.113	.011
EDU	0.05	1	0.05	0.13	.717	.001
TEN	1.90	2	0.95	2.37	.095	.020
Error	94.30	235	0.40			
With Rank						
GEN	0.05	1	0.05	0.15	.697	.001
AGE	0.00	1	0.00	0.01	.936	~ 0
EDU	0.14	1	0.14	0.38	.539	.002
TEN	1.44	2	0.72	2.01	.136	.017
Rank	10.84	1	10.84	30.38	.001	.115
Error	83.47	234	0.36			

H1f: There is a significant difference between self and subordinates' perceptions about 'intellectual stimulation' dimension of managers' leadership style in the banking sector of Pakistan.

In order to examine statistical difference between managers' (self) and subordinates' perceptions about intellectual stimulation dimension of managers' transformational leadership

style, two ANOVA models were estimated. Table 11 provides the ANOVA results. In the first model, the main effect of four demographic variables (gender, age, education, and tenure) on dependent variable was estimated. The result showed that four demographic variables explained approximately 9% of the total variation in intellectual stimulation. The results indicated that three demographic variables (gender, age, and education) predicted significant change in intellectual stimulation. The parameter estimates indicated that ‘male’ group with $dM = 0.23$, $SE = (0.09)$, $t = 2.66$, $p = .008$, 95% CI : [0.06, 0.40], the respondents with ‘36 years or above’ age with $dM = -0.25$, $SE = (0.12)$, $t = -2.10$, $p = .037$, 95% CI : [-0.49, -0.02], and the respondents with ‘less than 16 years degree’ with $dM = -0.25$, $SE = (0.12)$, $t = -2.09$, $p = .038$, 95% CI : [-0.49, -0.01] had significantly higher ratings for intellectual stimulation.

In the second model, rank was added as an independent variable. The result showed that (four demographic variables and rank) explained approximately 15.8% of the total variation in intellectual stimulation. In addition, three variables (gender, education, and rank) predicted significant change in intellectual stimulation. The parameter estimates indicated that ‘male’ group with $dM = 0.17$, $SE = (0.09)$, $t = 1.98$, $p = .049$, 95% CI : [0.00, 0.34], the respondents with ‘less than 16 years degree’ with $dM = -0.23$, $SE = (0.12)$, $t = -1.98$, $p = .049$, 95% CI : [-0.46, 0.00], and ‘managers’ with $dM = 0.43$, $SE = (0.10)$, $t = 4.37$, $p < .001$, 95% CI : [0.24, 0.63] had significantly higher ratings for intellectual stimulation. In other words, there was a significant mean difference in intellectual stimulation between managers’ and subordinates’ perceptions. The detail results of parameter estimates and post-hoc (Tukey) analysis are shown in Table 6F of Appendix F.

Table 11

Summary of ANOVA for Intellectual Stimulation

	<i>SS</i>	<i>Df</i>	<i>MS</i>	<i>F</i>	<i>p</i>	η^2
Without Rank						
GEN	2.56	1	2.56	7.08	.008	.029
AGE	1.60	1	1.60	4.42	.037	.018
EDU	1.58	1	1.58	4.36	.038	.018
TEN	1.18	2	0.59	1.63	.199	.014
Error	84.92	235	0.36			
With Rank						
GEN	1.32	1	1.32	3.92	.049	.016
AGE	0.18	1	0.18	0.55	.46	.002
EDU	1.32	1	1.32	3.93	.049	.017
TEN	0.91	2	0.46	1.36	.259	.011
Rank	6.40	1	6.40	19.06	.001	.075
Error	78.52	234	0.34			

H1g: There is a significant difference between self and subordinates' perceptions about 'individualized consideration' dimension of managers' leadership style in the banking sector of Pakistan.

In order to examine statistical difference between managers' (self) and subordinates' perceptions about individualized consideration, two ANOVA models were estimated. Table 12 provides the ANOVA results. In the first model, the main effect of four demographic variables (gender, age, education, and tenure) on dependent variable was estimated. The result showed that four demographic variables explained approximately 5% of the total variation in individualized consideration. The results indicated that no demographic variable predicted significant change in individualized consideration.

In the second model, rank was added as an independent variable. The result showed that (four demographic variables and rank) explained approximately 7.5% of the total variation in individualized consideration. In addition, rank was the only variable that predicted significant change. The parameter estimates indicated that managers had significantly higher ratings for individualized consideration, $dM = 0.46$, $SE = (0.11)$, $t = 4.21$, $p < .001$, 95% *CI*: [0.24, 0.67]. In other words, there was a significant mean difference in individualized consideration between managers' and subordinates' perceptions. The detail results of parameter estimates and post-hoc (Tukey) analysis are shown in Table 7F of Appendix F.

Table 12

Summary of ANOVA for Individualized Consideration

	<i>SS</i>	<i>Df</i>	<i>MS</i>	<i>F</i>	<i>p</i>	η^2
Without Rank						
GEN	0.08	1	0.08	0.18	.673	.001
AGE	0.09	1	0.09	0.20	.659	.001
EDU	0.15	1	0.15	0.34	.562	.001
TEN	0.15	2	0.07	0.17	.844	.001
Error	102.27	235	0.44			
With Rank						
GEN	0.53	1	0.53	1.31	.254	.006
AGE	0.30	1	0.30	0.73	.394	.003
EDU	0.25	1	0.25	0.60	.438	.003
TEN	0.17	2	0.09	0.21	.81	.002
Rank	7.20	1	7.20	17.72	.001	.070
Error	95.07	234	0.41			

H1h There is a significant difference between self and subordinates' perceptions about 'contingent reward' dimension of managers' leadership style in the banking sector of Pakistan.

In order to examine statistical difference between managers' (self) and subordinates' perceptions about contingent reward, two ANOVA models were estimated. Table 13 provides the ANOVA results. In the first model, the main effect of four demographic variables (gender, age, education, and tenure) on dependent variable was estimated. The result showed that four demographic variables explained approximately 1.8% of the total variation in contingent reward. However, the results indicated that no demographic variable predicted significant change in contingent reward.

In the second model, rank was added as an independent variable. The result showed that (four demographic variables and rank) explained approximately 11.9% of the total variation in contingent reward. In addition, rank was the only variable that predicted significant change. The parameter estimates indicated that managers had significantly higher ratings for contingent reward, $dM = 0.52$, $SE = (0.10)$, $t = 5.19$, $p < .001$, 95% *CI*: [0.32, 0.71]. In other words, there was a significant mean difference in contingent reward between managers' and subordinates' perceptions. The detail results of parameter estimates and post-hoc (Tukey) analysis are shown in Table 8F of Appendix F.

Table 13

Summary of ANOVA for Contingent Reward

	<i>SS</i>	<i>Df</i>	<i>MS</i>	<i>F</i>	<i>p</i>	η^2
Without Rank						
GEN	0.00	1	0.00	0.00	.949	~ 0

Table 13 (continued)

AGE	1.15	1	1.15	3.06	.082	.013
EDU	0.29	1	0.29	0.77	.381	.003
TEN	0.04	2	0.02	0.06	.946	~ 0
Error	88.53	235	0.38			
With Rank						
GEN	0.23	1	0.23	0.66	.417	.003
AGE	0.01	1	0.01	0.03	.869	~ 0
EDU	0.44	1	0.44	1.30	.255	.006
TEN	0.00	2	0.00	0.00	.997	~ 0
Rank	9.15	1	9.15	26.97	.001	.103
Error	79.38	234	0.34			

H1j: There is a significant difference between self and subordinates' perceptions about 'management by exception (active)' dimension of managers' leadership style in the banking sector of Pakistan.

In order to examine statistical difference between managers' (self) and subordinates' perceptions about management by exception (active), two ANOVA models were estimated. Table 14 provides the ANOVA results. In the first model, the main effect of four demographic variables (gender, age, education, and tenure) on dependent variable was estimated. The result showed that four demographic variables explained approximately 4.1% of the total variation in management by exception (active). The results indicated that gender was the only variable that predicted significant change in management by exception (active). The parameter estimates indicated that 'female' group had significantly higher ratings for management by exception (active), $dM = -0.26$, $SE = (0.10)$, $t = -2.62$, $p = .009$, 95% CI : [-0.46, -0.06].

In the second model, rank was added as an independent variable. The result showed that (four demographic variables and rank) explained approximately 12.7% of the total variation in

management by exception (active). The results indicated that gender and rank variables predicted significant change in management by exception (active). The parameter estimates indicated that ‘female’ group with $dM = -0.34$, $SE = (0.10)$, $t = -3.51$, $p = .001$, 95% *CI*: [-0.53, -0.15] and ‘managers’ with $dM = 0.54$, $SE = (0.11)$, $t = 4.80$, $p < .001$, 95% *CI*: [0.32, 0.77] had significantly higher ratings for management by exception (active). In other words, there was a significant mean difference in management by exception (active) between managers’ and subordinates’ perceptions. The detail results of parameter estimates and post-hoc (Tukey) analysis are shown in Table 9F of Appendix F.

Table 14

Summary of ANOVA for Management by Exception (Active)

	<i>SS</i>	<i>df</i>	<i>MS</i>	<i>F</i>	<i>p</i>	η^2
Without Rank						
GEN	3.27	1	3.27	6.85	.009	.028
AGE	1.55	1	1.55	3.25	.073	.014
EDU	0.12	1	0.12	0.25	.616	.001
TEN	0.42	2	0.21	0.44	.645	.004
Error	112.28	235	0.48			
With Rank						
GEN	5.39	1	5.39	12.33	.001	.050
AGE	0.05	1	0.05	0.11	.746	~ 0
EDU	0.23	1	0.23	0.53	.469	.002
TEN	0.23	2	0.11	0.26	.773	.002
Rank	10.06	1	10.06	23.02	.001	.090
Error	102.22	234	0.44			

H1k: There is a significant difference between self and subordinates' perceptions about 'management by exception (passive)' dimension of managers' leadership style in the banking sector of Pakistan.

In order to examine statistical difference between managers' (self) and subordinates' perceptions about management by exception (passive), two ANOVA models were estimated. Table 15 provides the ANOVA results. In the first model, the main effect of four demographic variables (gender, age, education, and tenure) on dependent variable was estimated. The result showed that four demographic variables explained approximately 7% of the total variation in management by exception (passive). The results indicated that gender was the only variable that predicted significant change in management by exception (passive). The parameter estimates indicated that 'female' group had significantly higher ratings for management by exception (passive), $dM = -0.39$, $SE = (0.11)$, $t = -3.43$, $p = .001$, 95% CI : $[-0.62, -0.17]$.

In the second model, rank was added as an independent variable. The result showed that (four demographic variables and rank) explained approximately 7.5% of the total variation in management by exception (passive). The results indicated that gender was again the only variable that predicted significant change. The parameter estimates indicated that 'female' group had significantly higher ratings for management by exception (passive), $dM = -0.37$, $SE = (0.12)$, $t = -3.19$, $p = .002$, 95% CI : $[-0.06, -0.14]$. In other words, there was no significant mean difference in management by exception (passive) between managers' and subordinates' perceptions. The detail results of parameter estimates and post-hoc (Tukey) analysis are shown in Table 10F of Appendix F.

Table 15

Summary of ANOVA for Management by Exception (Passive)

	<i>SS</i>	<i>Df</i>	<i>MS</i>	<i>F</i>	<i>p</i>	η^2
Without Rank						
GEN	7.36	1	7.36	11.77	.001	.048
AGE	1.10	1	1.10	1.76	.186	.007
EDU	0.78	1	0.78	1.25	.265	.005
TEN	0.24	2	0.12	0.19	.824	.002
Error	146.99	235	0.63			
With Rank						
GEN	6.34	1	6.34	10.15	.002	.042
AGE	0.51	1	0.51	0.82	.365	.004
EDU	0.71	1	0.71	1.14	.286	.005
TEN	0.30	2	0.15	0.24	.786	.002
Rank	0.85	1	0.85	1.37	.243	.006
Error	146.14	234	0.63			

Table 16

Summary of Significant Mean Differences between Managers and Subordinates about Leadership Styles

	Managers	Subordinates
Idealized influence (attributed)	Significantly higher ratings	
Idealized influence (behavior)	Significantly higher ratings	
Inspirational motivation	Significantly higher ratings	
Intellectual stimulation	Significantly higher ratings	
Individualized consideration	Significantly higher ratings	
Contingent reward	Significantly higher ratings	
Management by exception (active)	Significantly higher ratings	

4.06 Relationship between Managers' Self-perceived Leadership Styles and Subordinates' Outcomes (Level 2)

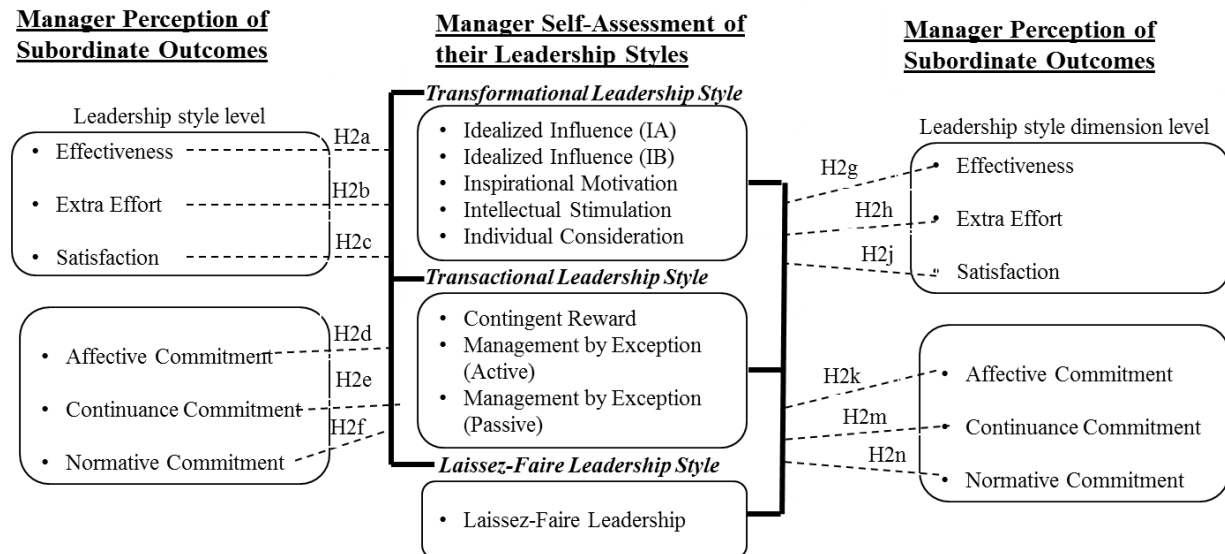


Figure 10: Relationship between managers' self-perceived leadership styles and subordinates' outcomes

This section is about the impact of managers' self-perceived leadership styles on subordinates' outcomes. The relationship of three independent variables (transformational leadership, transactional leadership, and laissez-faire leadership) with six outcome variables (managers' effectiveness, extra effort, satisfaction, affective commitment, continuance commitment and normative commitment) is examined. In addition, the impact of all leadership styles on all six outcomes at dimension level is also examined. The level of significance is set at .05 to test hypotheses and IBM SPSS 22.0 is used for OLS multiple regression.

H2: There is a significant relationship between managers' self-perceived leadership styles (transformational, transactional and laissez-faire) and subordinates' perceived outcomes in the banking sector of Pakistan.

As discussed above, there are three leadership styles (independent variables) and six outcomes (dependent variables). In order to consider the relationship between leadership styles with every outcome, the above main hypothesis is divided into sub hypotheses (at leadership style and dimension level) in relation to six outcome variables. Table 17 presents the summary of all OLS multiple regression models estimated to examine the relationship between independent and dependent variables at sub hypotheses level. The summary of significant relationships between leadership styles and outcomes is shown in Table 30. The results at leadership styles level indicated that transformational leadership style had significant relationship with satisfaction and continuance commitment outcome. In addition, the contingent reward was significant predictor of normative commitment whereas management by exception (passive) was reported as significant predictor of effectiveness outcome. However, only one demographic (5-8 years tenure) was found significant predictor of satisfaction outcome. The results at dimension level indicated that idealized influence (behavior), contingent reward, and management by exception (passive) had significant relationships with satisfaction, normative commitment, and effectiveness respectively. In addition, demographic variable ‘gender (female)’ was found as significant predictor of normative commitment whereas ‘education (less than 16 years degree)’ significantly predicted affective commitment and normative commitment outcomes.

Table 17

Summary of Regression Results for Self-Perceived Leadership Styles and Outcomes

	EFF	EE	SAT	ACOM	CCOM	NCOM
Leadership style level						
Transf_L	0.19	0.05	0.39*	0.16	-0.36**	0.18
CR	-0.04	0.29	0.03	-0.18	0.17	-0.70**

(continues)

Table 17 (continued)

MBEA	0.25	0.35	0.24	-0.35	0.04	-0.28
MBEP	-0.47***	0.10	-0.13	-0.06	-0.04	0.11
LF	0.07	-0.16	-0.17	-0.07	0.05	-0.34
GEN	0.02	-0.38	-0.65	0.54	0.12	0.74
AGE	0.25	0.13	0.19	0.18	0.04	0.18
EDU	-0.07	0.28	0.52	-0.72	-0.17	-0.42
TEN1	-0.02	0.16	-0.05	0.00	-0.03	-0.12
TEN2	-0.07	-0.07	-0.57*	-0.23	0.12	-0.15
Dimension level						
IIA	0.27	-0.04	-0.12	-0.34	-0.29	-0.08
IIB	0.30	0.39	0.79*	0.37	-0.22	0.50
IM	0.11	0.35	0.28	0.52	-0.09	0.17
IS	-0.11	-0.14	-0.10	-0.14	-0.31	0.23
IC	0.00	-0.40	0.20	-0.18	0.12	-0.36
CR	-0.09	0.13	-0.17	-0.35	0.18	-0.87**
MBEA	0.09	0.25	0.19	-0.31	0.10	-0.29
MBEP	-0.46**	0.08	-0.23	-0.16	-0.11	0.13
LF	0.08	-0.10	-0.09	0.00	0.05	-0.27
GEN	-0.01	-0.30	-0.44	0.69	0.13	0.90*
AGE	0.26	0.07	0.24	0.17	0.09	0.10
EDU	-0.03	0.11	0.47	-0.93*	-0.16	-0.61*
TEN1	-0.09	0.10	-0.05	0.00	-0.02	-0.11
TEN2	-0.07	0.14	-0.42	0.01	0.10	0.08

* $p < .05$. ** $p < .01$. *** $p < .001$.

H2a: There is a significant relationship between managers' self-perceived leadership styles and effectiveness with their leaders in the banking sector of Pakistan.

In order to assess statistical relationship between managers' self-perceived leadership styles and effectiveness, OLS multiple regression model was estimated. Table 18 provides the

regression results. The regression equation explained 65% of the total variation in effectiveness. The regression ANOVA was significant, $F(10, 39) = 7.27, p < .001$. Parameter estimation results indicated that management by exception (passive) was the only highly significant predictor of effectiveness. However, this relationship between management by exception (passive) and effectiveness was reported as negative, $b = -0.47, SE = (0.13), t = -3.73, p = .001, 95\% CI: [-0.73, -0.22]$.

Table 18

Multiple Regression Results for the Effect of Leadership Styles on Effectiveness

	<i>B</i>	<i>SE</i>	<i>t</i>	<i>P</i>	<i>95% CI</i>
Transf_L	0.19	0.13	1.50	.143	(-0.07, 0.45)
CR	-0.04	0.18	-0.21	.832	(-0.41, 0.33)
MBEA	0.25	0.18	1.38	.176	(-0.12, 0.61)
MBEP	-0.47	0.13	-3.73	.001	(-0.73, -0.22)
LF	0.07	0.11	0.63	.534	(-0.15, 0.29)
GEN	0.02	0.24	0.06	.951	(-0.47, 0.5)
AGE	0.25	0.14	1.83	.076	(-0.03, 0.53)
EDU	-0.07	0.19	-0.37	.711	(-0.46, 0.32)
TEN1	-0.02	0.15	-0.15	.882	(-0.32, 0.27)
TEN2	-0.07	0.18	-0.39	.695	(-0.42, 0.29)

H2b: There is a significant relationship between managers' self-perceived leadership styles and subordinates' extra effort in the banking sector of Pakistan.

In order to assess statistical relationship between managers' self-perceived leadership styles and extra effort, OLS multiple regression model was estimated. Table 19 provides the regression results. The regression equation explained 44% of the total variation in extra effort.

The regression ANOVA was significant, $F(10, 39) = 3.11$, $p = .005$. Parameter estimation results indicated that no self-perceived leadership style was significant predictor of subordinates' extra effort.

Table 19

Multiple Regression Results for the Effect of Leadership Styles on Extra Effort

	<i>B</i>	<i>SE</i>	<i>t</i>	<i>p</i>	<i>95% CI</i>
Transf_L	0.05	0.17	0.31	.761	(-0.28, 0.38)
CR	0.29	0.24	1.24	.223	(-0.18, 0.77)
MBEA	0.35	0.23	1.55	.130	(-0.11, 0.81)
MBEP	0.10	0.16	0.60	.552	(-0.23, 0.42)
LF	-0.16	0.14	-1.14	.263	(-0.44, 0.12)
GEN	-0.38	0.31	-1.23	.226	(-1.00, 0.24)
AGE	0.13	0.18	0.72	.475	(-0.23, 0.48)
EDU	0.28	0.24	1.14	.263	(-0.22, 0.77)
TEN1	0.16	0.19	0.87	.388	(-0.21, 0.54)
TEN2	-0.07	0.22	-0.30	.768	(-0.52, 0.39)

H2c: There is a significant relationship between managers' self-perceived leadership styles and subordinates' satisfaction in the banking sector of Pakistan.

In order to assess statistical relationship between managers' self-perceived leadership styles and satisfaction, OLS multiple regression model was estimated. Table 20 provides the regression results. The regression equation explained 69% of the total variation in satisfaction. The regression ANOVA was significant, $F(10, 39) = 8.53$, $p < .001$. Parameter estimation results indicated that transformational leadership and tenure (5-8 years) were significant

predictors of satisfaction, $b = 0.39$, $SE = (0.18)$, $t = 2.18$, $p = .035$, 95% CI : [0.03, 0.76] and $b = -0.57$, $SE = (0.24)$, $t = -2.33$, $p = .025$, 95% CI : [-1.06, -0.08] respectively.

Table 20

Multiple Regression Results for the Effect of Leadership Styles on Satisfaction

	<i>b</i>	<i>SE</i>	<i>t</i>	<i>p</i>	95% <i>CI</i>
Transf_L	0.39	0.18	2.18	.035	(0.03, 0.76)
CR	0.03	0.26	0.11	.913	(-0.49, 0.55)
MBEA	0.24	0.25	0.95	.349	(-0.27, 0.74)
MBEP	-0.13	0.18	-0.72	.474	(-0.49, 0.23)
LF	-0.17	0.15	-1.11	.272	(-0.47, 0.14)
GEN	-0.65	0.34	-1.93	.061	(-1.34, 0.03)
AGE	0.19	0.19	0.97	.339	(-0.20, 0.58)
EDU	0.52	0.27	1.95	.058	(-0.02, 1.06)
TEN1	-0.05	0.20	-0.24	.808	(-0.46, 0.36)
TEN2	-0.57	0.24	-2.33	.025	(-1.06, -0.08)

H2d: There is a significant relationship between managers' self-perceived leadership styles and subordinates' affective commitment in the banking sector of Pakistan.

In order to assess statistical relationship between managers' self-perceived leadership styles and affective commitment, OLS multiple regression model was estimated. Table 21 provides the regression results. The regression equation explained 14% of the total variation in affective commitment. The regression ANOVA was insignificant, $F(10, 39) = 0.64$, $p = .772$. Parameter estimation results indicated that no independent variable was significant predictor of affective commitment.

Table 21

Multiple Regression Results for the Effect of Leadership Styles on Affective Commitment

	<i>b</i>	<i>SE</i>	<i>t</i>	<i>p</i>	<i>95% CI</i>
Transf_L	0.16	0.24	0.67	.509	(-0.33, 0.65)
CR	-0.18	0.34	-0.52	.606	(-0.88, 0.52)
MBEA	-0.35	0.33	-1.03	.307	(-1.02, 0.33)
MBEP	-0.06	0.24	-0.27	.790	(-0.54, 0.42)
LF	-0.07	0.20	-0.35	.732	(-0.48, 0.34)
GEN	0.54	0.45	1.18	.244	(-0.38, 1.45)
AGE	0.18	0.26	0.70	.490	(-0.34, 0.7)
EDU	-0.72	0.36	-2.02	.051	(-1.45, 0)
TEN1	0.00	0.27	0.00	.997	(-0.55, 0.56)
TEN2	-0.23	0.33	-0.69	.496	(-0.89, 0.44)

H2e: There is a significant relationship between managers' self-perceived leadership styles and subordinates' continuance commitment in the banking sector of Pakistan.

In order to assess statistical relationship between managers' self-perceived leadership styles and continuance commitment, OLS multiple regression model was estimated. Table 22 provides the regression results. The regression equation explained 45% of the total variation in continuance commitment. The regression ANOVA was significant, $F(10, 39) = 3.17$, $p = .005$. Parameter estimation results indicated that transformational leadership was the only significant predictor of continuance commitment. However, transformational leadership was negatively associated with subordinates' continuance commitment, $b = -0.36$, $SE = (0.11)$, $t = -3.25$, $p = .002$, $95\% CI: [-0.58, -0.14]$.

Table 22

Multiple Regression Results for the Effect of Leadership Styles on Continuance Commitment

	<i>b</i>	<i>SE</i>	<i>t</i>	<i>p</i>	<i>95% CI</i>
Transf_L	-0.36	0.11	-3.25	.002	(-0.58, -0.14)
CR	0.17	0.16	1.07	.293	(-0.15, 0.49)
MBEA	0.04	0.15	0.24	.810	(-0.27, 0.35)
MBEP	-0.04	0.11	-0.32	.752	(-0.25, 0.19)
LF	0.05	0.09	0.52	.604	(-0.14, 0.24)
GEN	0.12	0.21	0.58	.567	(-0.30, 0.54)
AGE	0.04	0.12	0.33	.741	(-0.20, 0.28)
EDU	-0.17	0.16	-1.03	.309	(-0.50, 0.16)
TEN1	-0.03	0.13	-0.23	.817	(-0.28, 0.22)
TEN2	0.12	0.15	0.78	.442	(-0.19, 0.42)

H2f: There is a significant relationship between managers' self-perceived leadership styles and subordinates' normative commitment in the banking sector of Pakistan.

In order to assess statistical relationship between managers' self-perceived leadership styles and normative commitment, OLS multiple regression model was estimated. Table 23 provides the regression results. The regression equation explained 33% of the total variation in normative commitment. The regression ANOVA was significant, $F(10, 39) = 1.94$, $p = .069$. Parameter estimation results indicated that contingent reward, laissez-faire leadership and gender (female) were significant predictors of normative commitment. However, contingent reward and laissez-faire leadership were negatively associated with normative commitment, $b = -0.70$, $SE = (0.26)$, $t = -2.70$, $p = .01$, $95\% CI: [-1.22, -0.18]$ and $b = -0.34$, $SE = (0.15)$, $t = -2.21$, $p = .033$, $95\% CI: [-0.64, -0.03]$ whereas the relationship between gender (female) and normative

commitment was reported as positive, $b = 0.74$, $SE = (0.34)$, $t = 2.17$, $p = .036$, 95% CI : [0.05, 1.42].

Table 23

Multiple Regression Results for the Effect of Leadership Styles on Normative Commitment

	<i>b</i>	<i>SE</i>	<i>t</i>	<i>p</i>	95% <i>CI</i>
Transf_L	0.18	0.18	0.97	.337	(-0.19, 0.54)
CR	-0.70	0.26	-2.70	.010	(-1.22, -0.18)
MBEA	-0.28	0.25	-1.12	.270	(-0.79, 0.23)
MBEP	0.11	0.18	0.64	.527	(-0.25, 0.47)
LF	-0.34	0.15	-2.21	.033	(-0.64, -0.03)
GEN	0.74	0.34	2.17	.036	(0.05, 1.42)
AGE	0.18	0.19	0.93	.359	(-0.21, 0.57)
EDU	-0.42	0.27	-1.56	.126	(-0.96, 0.12)
TEN1	-0.12	0.21	-0.60	.555	(-0.54, 0.29)
TEN2	-0.15	0.25	-0.59	.559	(-0.64, 0.35)

H2g: There is a significant relationship between managers' self-perceived leadership styles (at dimension level) and subordinates' perception about managers' effectiveness in the banking sector of Pakistan.

In order to assess statistical relationship between dimensions of managers' self-perceived leadership styles and effectiveness, OLS multiple regression model was estimated. Table 24 provides the regression results. The regression equation explained 68% of the total variation in effectiveness. The regression ANOVA was significant, $F(14, 35) = 5.25$, $p < .001$. Parameter estimation results indicated that management by exception (passive) was the only significant predictor of effectiveness. However, the association between management by exception (passive)

and effectiveness was reported as negative, $b = -0.46$, $SE = (0.14)$, $t = -3.35$, $p = .002$, 95% CI : [-0.74, -0.18].

Table 24

Multiple Regression Results for the Effect of Dimensions of Leadership Styles on Effectiveness

	<i>b</i>	<i>SE</i>	<i>t</i>	<i>p</i>	95% <i>CI</i>
IIA	0.27	0.18	1.45	.155	(-0.11, 0.64)
IIB	0.30	0.22	1.32	.196	(-0.16, 0.75)
IM	0.11	0.18	0.58	.567	(-0.26, 0.47)
IS	-0.11	0.22	-0.49	.628	(-0.54, 0.33)
IC	0.00	0.20	0.01	.993	(-0.41, 0.42)
CR	-0.09	0.20	-0.43	.668	(-0.49, 0.32)
MBEA	0.09	0.20	0.46	.651	(-0.32, 0.51)
MBEP	-0.46	0.14	-3.35	.002	(-0.74, -0.18)
LF	0.08	0.11	0.68	.503	(-0.15, 0.31)
GEN	-0.01	0.26	-0.02	.984	(-0.53, 0.52)
AGE	0.26	0.15	1.73	.093	(-0.05, 0.56)
EDU	-0.03	0.21	-0.12	.905	(-0.45, 0.4)
TEN1	-0.09	0.16	-0.57	.571	(-0.41, 0.23)
TEN2	-0.07	0.20	-0.36	.719	(-0.47, 0.33)

H2h: There is a significant relationship between managers' self-perceived leadership styles (at dimension level) and subordinates' extra effort in the banking sector of Pakistan.

In order to assess statistical relationship between dimensions of managers' self-perceived leadership styles and extra effort, OLS multiple regression model was estimated. Table 25 provides the regression results. The regression equation explained 52% of the total variation in extra effort. The regression ANOVA was significant, $F(14, 35) = 2.73$, $p = .008$. Parameter

estimation results indicated that no independent variable was significant predictor of subordinates' extra effort.

Table 25

Multiple Regression Results for the Effect of Dimensions of Leadership Styles on Extra Effort

	<i>b</i>	<i>SE</i>	<i>t</i>	<i>p</i>	<i>95% CI</i>
IIA	-0.04	0.22	-0.20	.845	(-0.50, 0.41)
IIB	0.39	0.28	1.40	.169	(-0.17, 0.95)
IM	0.35	0.22	1.55	.130	(-0.11, 0.8)
IS	-0.14	0.27	-0.51	.613	(-0.67, 0.4)
IC	-0.40	0.25	-1.59	.120	(-0.91, 0.11)
CR	0.13	0.25	0.51	.615	(-0.37, 0.62)
MBEA	0.25	0.25	1.00	.325	(-0.26, 0.76)
MBEP	0.08	0.17	0.49	.628	(-0.26, 0.43)
LF	-0.10	0.14	-0.72	.474	(-0.38, 0.18)
GEN	-0.30	0.32	-0.94	.356	(-0.94, 0.35)
AGE	0.07	0.18	0.37	.712	(-0.30, 0.44)
EDU	0.11	0.26	0.42	.679	(-0.42, 0.64)
TEN1	0.10	0.19	0.54	.596	(-0.29, 0.5)
TEN2	0.14	0.24	0.58	.567	(-0.35, 0.63)

H2j: There is a significant relationship between managers' self-perceived leadership styles (at dimension level) and subordinates' satisfaction in the banking sector of Pakistan.

In order to assess statistical relationship between dimensions of managers' self-perceived leadership styles and satisfaction, OLS multiple regression model was estimated. Results are shown in Table 26. The regression equation explained 73% of the total variation in satisfaction. The regression ANOVA was significant, $F(14, 35) = 6.84$, $p < .001$. Parameter estimation

results indicated that idealized influence (behavioral) was the only significant predictor of satisfaction, $b = 0.79$, $SE = (0.30)$, $t = 2.65$, $p = .012$, 95% CI : [0.19, 1.40].

Table 26

Multiple Regression Results for the Effect of Dimensions of Leadership Styles on Satisfaction

	<i>b</i>	<i>SE</i>	<i>t</i>	<i>p</i>	95% <i>CI</i>
IIA	-0.12	0.24	-0.49	.630	(-0.62, 0.38)
IIB	0.79	0.30	2.65	.012	(0.19, 1.4)
IM	0.28	0.24	1.17	.251	(-0.21, 0.78)
IS	-0.10	0.29	-0.34	.737	(-0.69, 0.49)
IC	0.20	0.27	0.75	.461	(-0.35, 0.76)
CR	-0.17	0.27	-0.63	.533	(-0.71, 0.37)
MBEA	0.19	0.27	0.68	.501	(-0.37, 0.74)
MBEP	-0.23	0.19	-1.26	.217	(-0.61, 0.14)
LF	-0.09	0.15	-0.61	.548	(-0.40, 0.22)
GEN	-0.44	0.35	-1.27	.211	(-1.15, 0.26)
AGE	0.24	0.20	1.22	.231	(-0.16, 0.64)
EDU	0.47	0.28	1.65	.107	(-0.11, 1.04)
TEN1	-0.05	0.21	-0.25	.808	(-0.48, 0.38)
TEN2	-0.42	0.26	-1.60	.118	(-0.96, 0.11)

H2k: There is a significant relationship between managers' self-perceived leadership styles (at dimension level) and subordinates' affective commitment in the banking sector of Pakistan.

In order to assess statistical relationship between dimensions of managers' self-perceived leadership styles and affective commitment, OLS multiple regression model was estimated. Table 27 provides the regression results. The regression equation explained 22% of the total

variation in affective commitment. The regression ANOVA was insignificant, $F(14, 35) = 0.68$, $p = .775$. Parameter estimation results indicated that education (16 years or above) was the only significant predictor of affective commitment. However, the relationship between education (16 years or above) and affective commitment was reported as negative, $b = -0.93$, $SE = (0.39)$, $t = -2.36$, $p = .024$, 95% CI : $[-1.73, -0.13]$.

Table 27

Multiple Regression Results for the Effect of Dimensions of Leadership Styles on Affective Commitment

	<i>b</i>	<i>SE</i>	<i>t</i>	<i>p</i>	95% <i>CI</i>
IIA	-0.34	0.34	-0.99	.330	(-1.02, 0.35)
IIB	0.37	0.42	0.89	.379	(-0.48, 1.22)
IM	0.52	0.34	1.55	.130	(-0.16, 1.21)
IS	-0.14	0.40	-0.34	.740	(-0.95, 0.68)
IC	-0.18	0.38	-0.46	.646	(-0.95, 0.6)
CR	-0.35	0.37	-0.95	.351	(-1.11, 0.4)
MBEA	-0.31	0.38	-0.81	.422	(-1.08, 0.46)
MBEP	-0.16	0.26	-0.62	.541	(-0.68, 0.36)
LF	0.00	0.21	-0.01	.989	(-0.43, 0.43)
GEN	0.69	0.48	1.44	.159	(-0.28, 1.67)
AGE	0.17	0.28	0.62	.540	(-0.39, 0.73)
EDU	-0.93	0.39	-2.36	.024	(-1.73, -0.13)
TEN1	0.00	0.29	-0.01	.994	(-0.60, 0.59)
TEN2	0.01	0.37	0.02	.987	(-0.74, 0.75)

H2m: There is a significant relationship between managers' self-perceived leadership styles (at dimension level) and subordinates' continuance commitment in the banking sector of Pakistan.

In order to assess statistical relationship between dimensions of managers' self-perceived leadership styles and continuance commitment, OLS multiple regression model was estimated. Table 28 provides the regression results. The regression equation explained 50% of the total variation in continuance commitment. The regression ANOVA was significant, $F(14, 35) = 2.52$, $p = .013$. Parameter estimation results indicated that no independent variable was significant predictor of subordinates' continuance commitment.

Table 28

Multiple Regression Results for the Effect of Dimensions of Leadership Styles on Continuance Commitment

	<i>b</i>	<i>SE</i>	<i>t</i>	<i>p</i>	<i>95% CI</i>
IIA	-0.29	0.15	-1.89	.067	(-0.61, 0.02)
IIB	-0.22	0.19	-1.13	.265	(-0.60, 0.17)
IM	-0.09	0.15	-0.57	.571	(-0.40, 0.22)
IS	-0.31	0.18	-1.70	.097	(-0.68, 0.06)
IC	0.12	0.17	0.70	.490	(-0.23, 0.47)
CR	0.18	0.17	1.08	.290	(-0.16, 0.53)
MBEA	0.10	0.17	0.56	.580	(-0.26, 0.45)
MBEP	-0.11	0.12	-0.91	.367	(-0.35, 0.13)
LF	0.05	0.10	0.48	.638	(-0.15, 0.24)
GEN	0.13	0.22	0.59	.557	(-0.32, 0.58)
AGE	0.09	0.13	0.75	.460	(-0.16, 0.35)
EDU	-0.16	0.18	-0.90	.372	(-0.52, 0.2)

(continues)

Table 28 (continued)

TEN1	-0.02	0.13	-0.15	.884	(-0.29, 0.25)
TEN2	0.10	0.17	0.61	.548	(-0.24, 0.44)

H2n: There is a significant relationship between managers' self-perceived leadership styles (at dimension level) and subordinates' normative in the banking sector of Pakistan.

In order to assess statistical relationship between dimensions of managers' self-perceived leadership styles and normative commitment, OLS multiple regression model was estimated. Table 29 provides the regression results. The regression equation explained 40% of the total variation in normative commitment. The regression ANOVA was insignificant, $F(14, 35) = 1.68, p = .105$. Parameter estimation results indicated that contingent reward, gender (female) and education (16 years or above) were significant predictors of normative commitment. However, statistical results showed that contingent reward and education (16 years or above) were negatively associated with normative commitment, $b = -0.87, SE = (0.28), t = -3.15, p = .003, 95\% CI: [-1.43, -0.31]$ and $b = -0.61, SE = (0.29), t = -2.08, p = .045, 95\% CI: [-1.20, -0.02]$ whereas gender (female) had positive relationship with normative commitment, $b = 0.90, SE = (0.36), t = 2.52, p = .017, 95\% CI: [0.17, 1.62]$.

Table 29

Multiple Regression Results for the Effect of Dimensions of Leadership Styles on Normative Commitment

	<i>b</i>	<i>SE</i>	<i>t</i>	<i>p</i>	<i>95% CI</i>
IIA	-0.08	0.25	-0.32	.749	(-0.59, 0.43)
IIB	0.50	0.31	1.63	.113	(-0.12, 1.13)
IM	0.17	0.25	0.68	.500	(-0.34, 0.68)

(continues)

Table 29 (continued)

IS	0.23	0.30	0.76	.451	(-0.38, 0.83)
IC	-0.36	0.28	-1.29	.205	(-0.94, 0.21)
CR	-0.87	0.28	-3.15	.003	(-1.43, -0.31)
MBEA	-0.29	0.28	-1.04	.306	(-0.87, 0.28)
MBEP	0.13	0.19	0.69	.493	(-0.26, 0.52)
LF	-0.27	0.16	-1.72	.095	(-0.59, 0.05)
GEN	0.90	0.36	2.52	.017	(0.17, 1.62)
AGE	0.10	0.20	0.49	.627	(-0.31, 0.51)
EDU	-0.61	0.29	-2.08	.045	(-1.20, -0.02)
TEN1	-0.11	0.22	-0.49	.625	(-0.55, 0.33)
TEN2	0.08	0.27	0.29	.777	(-0.47, 0.63)

Table 30

Summary of Significant Relationships between Leadership Styles and Outcomes (Managers' Perceptions)

Significant relationships	
Leadership style level	
Transformational leadership style and satisfaction	
Transformational leadership style and continuance commitment	
Dimension level	
Idealized influence (behavior) and satisfaction	
Contingent reward and normative commitment	
Management by exception (passive) and effectiveness	

4.07 Relationship between Managers' Leadership Styles (as Perceived by Subordinates) and Outcomes (Level 3)

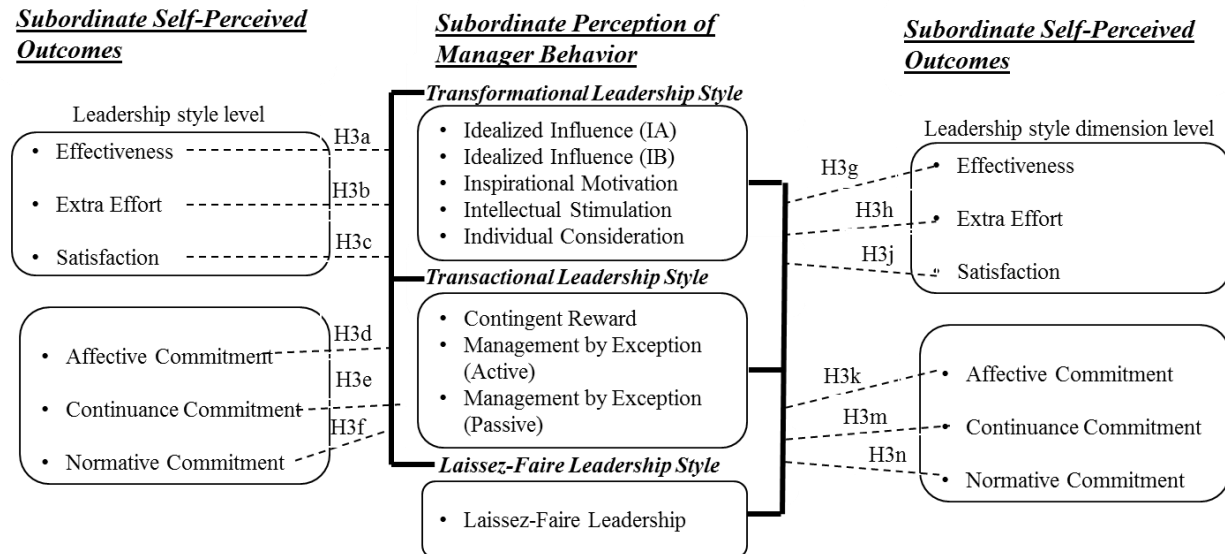


Figure 11: Relationship between managers' leadership styles (as perceived by subordinates) and outcomes

This section is about the relationship of managers' leadership styles (as perceived by subordinates) with their outcomes. The relationship of three main independent variables (transformational leadership, transactional leadership, and laissez-faire leadership) with six outcome variables (leader effectiveness, extra effort, satisfaction, affective commitment, continuance commitment and normative commitment) is examined. In addition, the impact of all leadership styles on all six outcomes at dimension level is also examined. In order to consider the demographics, two different regression models are run: with demographics and without demographics. The level of significance is set at .05 to test hypotheses and IBM SPSS 22.0 is used for multiple regression.

H3: There is a significant relationship between managers' leadership styles as perceived by subordinates and their performance outcomes in the banking sector of Pakistan.

As discussed above, there are three leadership styles (independent variables) and six outcomes (dependent variables). In order to consider the relationship between leadership styles with every outcome, the above main hypothesis is divided into sub hypotheses (at leadership style and dimension level) in relation to six outcome variables. Table 31 presents the summary of all OLS multiple regression models estimated to examine the relationship between independent and dependent variables at sub hypotheses level. The summary of significant relationships between leadership styles and outcomes is shown in Table 44. The results at leadership styles level indicated that transformational leadership style had significant relationship with effectiveness, extra effort, satisfaction, and affective commitment. Laissez-faire leadership style had significant relationship with effectiveness, satisfaction, and affective commitment. In addition, gender (female) was found significant predictor of effectiveness and normative commitment. Moreover, contingent reward and tenure (5-8 years) were found significant predictors of satisfaction and continuance commitment respectively. The results at dimension level indicated that idealized influence (attributed) and gender (female) were significant predictors of effectiveness whereas idealized influence (behavior) was significant predictors of effectiveness and extra effort. Inspirational motivation was found as highly significant predictor of extra effort. In addition, intellectual stimulation has significant relationship with extra effort and satisfaction; contingent reward with satisfaction; management by exception (active) with normative commitment; laissez-faire leadership with effectiveness, satisfaction, and affective commitment; and tenure (9 years or above) had significant relationship with affective commitment.

Table 31

Summary of Regression Results for Subordinates' Perceived Leadership Styles and Outcomes

	EFF	EE	SAT	ACOM	CCOM	NCOM
Leadership style level						
Transf_L	0.36***	0.41***	0.23*	0.12*	0.03	0.13
CR	0.15	0.13	0.37*	0.00	0.10	0.05
MBEA	-0.07	-0.01	0.03	-0.02	-0.05	-0.22*
MBEP	0.00	0.05	-0.01	-0.03	0.03	-0.07
LF	-0.20**	-0.06	-0.41**	-0.16*	-0.01	0.10
GEN	0.33***	0.08	-0.12	0.10	-0.05	0.21*
AGE	-0.05	-0.18	-0.04	0.11	0.14	-0.02
EDU	0.17	0.11	0.19	-0.05	0.24	-0.08
TEN1	-0.14	-0.16	-0.21	-0.07	0.10	-0.03
TEN2	-0.01	-0.14	-0.01	-0.03	0.44**	0.15
Dimension level						
IIA	0.27**	0.00	0.26	0.01	0.07	0.09
IIB	0.22*	0.22*	0.26	0.05	0.01	0.06
IM	0.08	0.43***	0.23	0.05	-0.02	0.06
IS	0.10	0.21**	0.33*	0.09	-0.06	-0.04
IC	-0.02	-0.06	-0.18	0.06	0.03	0.06
CR	0.16	0.12	0.35*	-0.01	0.10	0.05
MBEA	-0.05	0.05	0.10	-0.02	-0.06	-0.23*
MBEP	0.01	0.11	0.05	-0.03	0.02	-0.08
LF	-0.19*	-0.03	-0.38**	-0.17*	-0.01	0.10
GEN	0.34***	0.10	-0.07	0.12	-0.06	0.20
AGE	-0.03	-0.19	-0.02	0.10	0.15	-0.02
EDU	0.17	0.10	0.14	-0.07	0.26	-0.06
TEN1	-0.16	-0.07	-0.12	-0.06	0.07	-0.04
TEN2	0.00	-0.16	-0.04	-0.04	0.44**	0.15

* $p < .05$. ** $p < .01$. *** $p < .001$.

H3a: There is a significant relationship between managers' leadership styles as perceived by subordinates and their perception about managers' effectiveness in the banking sector of Pakistan.

In order to assess statistical relationship between managers' leadership styles and effectiveness, OLS multiple regression model was estimated. Table 32 provides the regression results. The regression equation explained 41% of the total variation in effectiveness. The regression ANOVA was significant, $F(10, 180) = 12.26, p < .001$. Parameter estimation results indicated that transformational leadership style, laissez-faire leadership style and gender (female) were significant predictors of effectiveness. However, laissez-faire leadership had negative relationship, $b = -0.20, SE = (0.07), t = -2.71, p < .001, 95\% CI: [-0.34, -0.05]$ whereas transformational leadership style and gender (female) were positively associated with effectiveness, $b = 0.36, SE = (0.06), t = 5.60, p < .001, 95\% CI: [0.23, 0.49]$ and $b = 0.33, SE = (0.08), t = 4.05, p < .001, 95\% CI: [0.17, 0.49]$ respectively.

Table 32

Multiple Regression Results for the Effect of Leadership Styles on Effectiveness

	<i>B</i>	<i>SE</i>	<i>t</i>	<i>p</i>	<i>95% CI</i>
Transf_L	0.36	0.06	5.60	<.001	(0.23, 0.49)
CR	0.15	0.09	1.67	.096	(-0.03, 0.32)
MBEA	-0.07	0.07	-0.99	.326	(-0.21, 0.07)
MBEP	0.00	0.06	0.00	.998	(-0.12, 0.12)
LF	-0.20	0.07	-2.71	.007	(-0.34, -0.05)
GEN	0.33	0.08	4.05	<.001	(0.17, 0.49)
AGE	-0.05	0.15	-0.35	.725	(-0.34, 0.24)
EDU	0.17	0.12	1.49	.138	(-0.06, 0.4)

(continues)

Table 32 (continued)

TEN1	-0.14	0.08	-1.67	.096	(-0.31, 0.03)
TEN2	-0.01	0.12	-0.05	.960	(-0.23, 0.22)

H3b: There is a significant relationship between managers' leadership styles as perceived by subordinates and their willingness to exert extra effort in the banking sector of Pakistan.

In order to assess statistical relationship between managers' leadership styles and Extra effort, OLS multiple regression model was estimated. Table 33 provides the regression results. The regression equation explained 39% of the total variation in extra effort. The regression ANOVA was significant, $F(10, 180) = 11.47, p < .001$. Parameter estimation results indicated that transformational leadership was the only significant predictor of extra effort, $b = 0.41, SE = (0.07), t = 5.58, p < .001, 95\% CI: [0.26, 0.55]$.

Table 33

Multiple Regression Results for the Effect of Leadership Styles on Extra Effort

	<i>B</i>	<i>SE</i>	<i>t</i>	<i>p</i>	<i>95% CI</i>
Transf_L	0.41	0.07	5.58	<.001	(0.26, 0.55)
CR	0.13	0.10	1.27	.207	(-0.07, 0.32)
MBEA	-0.01	0.08	-0.08	.933	(-0.16, 0.15)
MBEP	0.05	0.07	0.73	.465	(-0.09, 0.19)
LF	-0.06	0.08	-0.72	.475	(-0.23, 0.11)
GEN	0.08	0.09	0.89	.373	(-0.10, 0.26)
AGE	-0.18	0.17	-1.11	.270	(-0.51, 0.14)
EDU	0.11	0.13	0.81	.420	(-0.15, 0.37)
TEN1	-0.16	0.10	-1.72	.087	(-0.35, 0.02)
TEN2	-0.14	0.13	-1.09	.276	(-0.40, 0.12)

H3c: There is a significant relationship between managers' leadership styles as perceived by subordinates and their satisfaction in the banking sector of Pakistan.

In order to assess statistical relationship between managers' leadership styles and satisfaction, OLS multiple regression model was estimated. Table 34 provides the regression results. The regression equation explained 22% of the total variation in satisfaction. The regression ANOVA was significant, $F(10, 180) = 5.11, p < .001$. Parameter estimation results indicated that transformational leadership, contingent reward, and laissez-faire leadership were significant predictors of satisfaction. However, transformational leadership and contingent reward had positive association with satisfaction, $b = 0.23, SE = (0.11), t = 2.02, p = .045, 95\% CI: [0.01, 0.46]$ and $b = 0.37, SE = (0.16), t = 2.38, p = .019, 95\% CI: [0.06, 0.68]$ respectively whereas laissez-faire leadership had negative relationship with satisfaction, $b = -0.41, SE = (0.13), t = -3.14, p = .002, 95\% CI: [-0.67, -0.15]$.

Table 34

Multiple Regression Results for the Effect of Leadership Styles on Satisfaction

	<i>b</i>	<i>SE</i>	<i>t</i>	<i>p</i>	<i>95% CI</i>
Transf_L	0.23	0.11	2.02	.045	(0.01, 0.46)
CR	0.37	0.16	2.38	.019	(0.06, 0.68)
MBEA	0.03	0.12	0.24	.814	(-0.22, 0.27)
MBEP	-0.01	0.11	-0.12	.904	(-0.23, 0.21)
LF	-0.41	0.13	-3.14	.002	(-0.67, -0.15)
GEN	-0.12	0.14	-0.87	.387	(-0.41, 0.16)
AGE	-0.04	0.26	-0.15	.883	(-0.55, 0.47)
EDU	0.19	0.21	0.92	.361	(-0.22, 0.59)
TEN1	-0.21	0.15	-1.42	.156	(-0.51, 0.08)

(continues)

Table 34 (continued)

TEN2	-0.01	0.21	-0.06	.952	(-0.42, 0.39)
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H3d: There is a significant relationship between managers' leadership styles as perceived by subordinates and their affective commitment in the banking sector of Pakistan.

In order to assess statistical relationship between managers' leadership styles and affective commitment, OLS multiple regression model was estimated. Table 35 provides the regression results. The regression equation explained 9% of the total variation in affective commitment. The regression ANOVA was insignificant, $F(10, 180) = 1.81, p = .062$. Parameter estimation results indicated that transformational leadership and laissez-faire leadership were significant predictors of affective commitment. However, transformational leadership style had positive relationship, $b = 0.12, SE = (0.06), t = 1.97, p = .05, 95\% CI: [0.00, 0.24]$ whereas laissez-faire leadership style had negative relationship with affective commitment, $b = -0.16, SE = (0.07), t = -2.37, p = .019, 95\% CI: [-0.30, -0.03]$.

Table 35

Multiple Regression Results for the Effect of Leadership Styles on Affective Commitment

	<i>b</i>	<i>SE</i>	<i>t</i>	<i>p</i>	<i>95% CI</i>
Transf_L	0.12	0.06	1.97	.050	(0.00, 0.24)
CR	0.00	0.08	0.02	.981	(-0.16, 0.16)
MBEA	-0.02	0.07	-0.29	.774	(-0.15, 0.11)
MBEP	-0.03	0.06	-0.47	.640	(-0.14, 0.09)
LF	-0.16	0.07	-2.37	.019	(-0.30, -0.03)
GEN	0.10	0.08	1.37	.171	(-0.05, 0.25)
AGE	0.11	0.14	0.78	.438	(-0.16, 0.37)
EDU	-0.05	0.11	-0.46	.645	(-0.26, 0.16)

(continues)

Table 35 (continued)

TEN1	-0.07	0.08	-0.93	.354	(-0.23, 0.08)
TEN2	-0.03	0.11	-0.29	.770	(-0.24, 0.18)

H3e: There is a significant relationship between managers' leadership styles as perceived by subordinates and their continuance commitment in the banking sector of Pakistan.

In order to assess statistical relationship between managers' leadership styles and continuance commitment, OLS multiple regression model was estimated. Table 36 provides the regression results. The regression equation explained 11% of the total variation in continuance commitment. The regression ANOVA was significant, $F(10, 180) = 2.25$, $p = .017$. Parameter estimation results indicated that tenure (9 years tenure or above) was the only significant predictor of continuance commitment, $b = 0.44$, $SE = (0.13)$, $t = 3.37$, $p = .001$, 95% CI : [0.18, 0.69].

Table 36

Multiple Regression Results for the Effect of Leadership Styles on Continuance Commitment

	<i>b</i>	<i>SE</i>	<i>t</i>	<i>p</i>	95% <i>CI</i>
Transf_L	0.03	0.07	0.41	.681	(-0.11, 0.17)
CR	0.10	0.10	0.98	.328	(-0.10, 0.29)
MBEA	-0.05	0.08	-0.66	.511	(-0.21, 0.1)
MBEP	0.03	0.07	0.40	.687	(-0.11, 0.17)
LF	-0.01	0.08	-0.06	.952	(-0.17, 0.16)
GEN	-0.05	0.09	-0.57	.569	(-0.23, 0.13)
AGE	0.14	0.16	0.86	.389	(-0.18, 0.46)
EDU	0.24	0.13	1.87	.063	(-0.01, 0.5)
TEN1	0.10	0.09	1.01	.314	(-0.09, 0.28)
TEN2	0.44	0.13	3.37	.001	(0.18, 0.69)

H3f: There is a significant relationship between managers' leadership styles as perceived by subordinates and their normative commitment in the banking sector of Pakistan.

In order to assess statistical relationship between managers' leadership styles and normative commitment, OLS multiple regression model was estimated. Table 37 provides the regression results. The regression equation explained 7% of the total variation in normative commitment. The regression ANOVA was insignificant, $F(10, 180) = 1.40, p = .182$. Parameter estimation results indicated that management by exception (active) and gender (female) were significant predictors of normative commitment, $b = -0.22, SE = (0.09), t = -2.52, p = .013, 95\% CI: [-0.40, -0.05]$ and $b = 0.21, SE = (0.10), t = 2.02, p = .045, 95\% CI: [0.01, 0.41]$ respectively. However, the statistical relationship between management by exception (active) and normative commitment was reported as negative.

Table 37

Multiple Regression Results for the Effect of Leadership Styles on Normative Commitment

	<i>b</i>	<i>SE</i>	<i>t</i>	<i>p</i>	<i>95% CI</i>
Transf_L	0.13	0.08	1.57	.118	(-0.03, 0.29)
CR	0.05	0.11	0.45	.651	(-0.17, 0.27)
MBEA	-0.22	0.09	-2.52	.013	(-0.40, -0.05)
MBEP	-0.07	0.08	-0.85	.398	(-0.23, 0.09)
LF	0.10	0.09	1.09	.278	(-0.08, 0.29)
GEN	0.21	0.10	2.02	.045	(0.01, 0.41)
AGE	-0.02	0.19	-0.13	.896	(-0.39, 0.34)
EDU	-0.08	0.15	-0.54	.592	(-0.37, 0.21)
TEN1	-0.03	0.11	-0.29	.772	(-0.24, 0.18)
TEN2	0.15	0.15	0.99	.322	(-0.14, 0.44)

H3g: There is a significant relationship between managers' leadership styles (at dimension level) as perceived by subordinates and their perception about managers' effectiveness in the banking sector of Pakistan.

In order to assess statistical relationship between dimensions of managers' leadership styles and effectiveness, OLS multiple regression model was estimated. Table 38 provides the regression results. The regression equation explained 42% of the total variation in effectiveness. The regression ANOVA was significant, $F(14, 176) = 9.18, p < .001$. Parameter estimation results indicated that idealized influence (attributed), idealized influence (behavioral), laissez-faire leadership, and gender (female) were significant predictors of effectiveness, $b = 0.27, SE = (0.08), t = 3.26, p = .001, 95\% CI: [0.11, 0.43]$, $b = 0.22, SE = (0.09), t = 2.49, p = .014, 95\% CI: [0.05, 0.39]$, $b = -0.19, SE = (0.07), t = -2.54, p = .012, 95\% CI: [-0.33, -0.04]$, and $b = 0.34, SE = (0.08), t = 4.09, p < .001, 95\% CI: [0.17, 0.50]$ respectively. However, laissez-faire leadership was reported as negative predictor of effectiveness.

Table 38

Multiple Regression Results for the Effect of Dimensions of Leadership Styles on Effectiveness

	<i>b</i>	<i>SE</i>	<i>T</i>	<i>p</i>	(95% <i>CI</i>)
IIA	0.27	0.08	3.26	.001	(0.11, 0.43)
IIB	0.22	0.09	2.49	.014	(0.05, 0.39)
IM	0.08	0.09	0.97	.333	(-0.09, 0.25)
IS	0.10	0.07	1.35	.180	(-0.05, 0.24)
IC	-0.02	0.08	-0.24	.809	(-0.17, 0.13)
CR	0.16	0.09	1.85	.066	(-0.01, 0.34)
MBEA	-0.05	0.07	-0.74	.461	(-0.19, 0.09)
MBEP	0.01	0.06	0.08	.938	(-0.12, 0.13)

(continues)

Table 38 (continued)

LF	-0.19	0.07	-2.54	.012	(-0.33, -0.04)
GEN	0.34	0.08	4.09	<.001	(0.17, 0.5)
AGE	-0.03	0.15	-0.19	.853	(-0.32, 0.26)
EDU	0.17	0.12	1.44	.152	(-0.06, 0.4)
TEN1	-0.16	0.09	-1.84	.068	(-0.33, 0.01)
TEN2	0.00	0.12	0.02	.985	(-0.23, 0.23)

H3h: There is a significant relationship between managers' leadership styles (at dimension level) as perceived by subordinates and their willingness to exert extra effort in the banking sector of Pakistan.

In order to assess statistical relationship between dimensions of managers' leadership styles and extra effort, OLS multiple regression model was estimated. Table 39 provides the regression results. The regression equation explained 45% of the total variation in extra effort. The regression ANOVA was significant, $F(14, 176) = 10.27, p < .001$. Parameter estimation results indicated that idealized influence (behavioral), inspirational motivation, and intellectual stimulation were significant predictors of extra effort, $b = 0.22, SE = (0.10), t = 2.27, p = .025$, 95% $CI: [0.03, 0.41]$; $b = 0.43, SE = (0.10), t = 4.56, p < .001$, 95% $CI: [0.25, 0.62]$; and $b = 0.21, SE = (0.08), t = 2.67, p = .008$, 95% $CI: [0.06, 0.37]$ respectively.

Table 39

Multiple Regression Results for the Effect of Dimensions of Leadership Styles on Extra Effort

	<i>b</i>	<i>SE</i>	<i>t</i>	<i>p</i>	(95% <i>CI</i>)
IIA	0.00	0.09	-0.02	.985	(-0.18, 0.18)
IIB	0.22	0.10	2.27	.025	(0.03, 0.41)
IM	0.43	0.10	4.56	<.001	(0.25, 0.62)
IS	0.21	0.08	2.67	.008	(0.06, 0.37)

(continues)

Table 39 (continued)

IC	-0.06	0.08	-0.71	.479	(-0.22, 0.1)
CR	0.12	0.10	1.19	.236	(-0.08, 0.31)
MBEA	0.05	0.08	0.59	.558	(-0.11, 0.2)
MBEP	0.11	0.07	1.57	.119	(-0.03, 0.25)
LF	-0.03	0.08	-0.38	.707	(-0.19, 0.13)
GEN	0.10	0.09	1.08	.281	(-0.08, 0.27)
AGE	-0.19	0.16	-1.16	.248	(-0.50, 0.13)
EDU	0.10	0.13	0.77	.440	(-0.16, 0.36)
TEN1	-0.07	0.10	-0.71	.478	(-0.25, 0.12)
TEN2	-0.16	0.13	-1.24	.216	(-0.41, 0.09)

H3j: There is a significant relationship between managers' leadership styles (at dimension level) as perceived by subordinates and their satisfaction in the banking sector of Pakistan.

In order to assess statistical relationship between dimensions of managers' leadership styles and satisfaction, OLS multiple regression model was estimated. Table 40 provides the regression results. The regression equation explained 28% of the total variation in satisfaction. The regression ANOVA was significant, $F(14, 176) = 4.84, p < .001$. Parameter estimation results indicated that intellectual stimulation, contingent reward, and laissez-faire leadership were the significant predictors of satisfaction, $b = 0.33, SE = (0.13), t = 2.59, p = .01, 95\% CI: [0.08, 0.58]$; $b = 0.35, SE = (0.15), t = 2.28, p = .024, 95\% CI: [0.05, 0.65]$; and $b = -0.38, SE = (0.13), t = -2.92, p = .004, 95\% CI: [-0.63, -0.12]$ respectively. However, laissez-faire leadership was reported as negative predictor of satisfaction.

Table 40

Multiple Regression Results for the Effect of Dimensions of Leadership Styles on Satisfaction

	<i>b</i>	<i>SE</i>	<i>t</i>	<i>p</i>	(95% <i>CI</i>)
IIA	0.26	0.14	-0.95	.345	(-0.42, 0.15)
IIB	0.26	0.15	1.71	.089	(-0.04, 0.57)
IM	0.23	0.15	1.54	.125	(-0.07, 0.53)
IS	0.33	0.13	2.59	.010	(0.08, 0.58)
IC	-0.18	0.13	-1.35	.180	(-0.43, 0.08)
CR	0.35	0.15	2.28	.024	(0.05, 0.65)
MBEA	0.10	0.12	0.83	.408	(-0.14, 0.35)
MBEP	0.05	0.11	0.45	.654	(-0.17, 0.27)
LF	-0.38	0.13	-2.92	.004	(-0.63, -0.12)
GEN	-0.07	0.14	-0.48	.630	(-0.35, 0.21)
AGE	-0.02	0.26	-0.07	.946	(-0.52, 0.49)
EDU	0.14	0.21	0.69	.489	(-0.26, 0.55)
TEN1	-0.12	0.15	-0.78	.436	(-0.41, 0.18)
TEN2	-0.04	0.20	-0.20	.845	(-0.44, 0.36)

H3k: There is a significant relationship between managers' leadership styles (at dimension level) as perceived by subordinates and their affective commitment in the banking sector of Pakistan.

In order to assess statistical relationship between dimensions of managers' leadership styles and affective commitment, OLS multiple regression model was estimated. Table 41 provides the regression results. The regression equation explained 10% of the total variation in affective commitment. The regression ANOVA was insignificant, $F(14, 176) = 1.37$, $p = .170$. Parameter estimation results indicated that laissez-faire leadership was only significant but

negative predictor of affective commitment, $b = -0.17$, $SE = (0.07)$, $t = -2.40$, $p = .018$, 95% *CI*: [-0.31, -0.03].

Table 41

Multiple Regression Results for the Effect of Dimensions of Leadership Styles on Affective Commitment

	<i>b</i>	<i>SE</i>	<i>t</i>	<i>p</i>	(95% <i>CI</i>)
IIA	0.01	0.08	0.12	.904	(-0.14, 0.16)
IIB	0.05	0.08	0.58	.560	(-0.12, 0.21)
IM	0.05	0.08	0.65	.518	(-0.11, 0.21)
IS	0.09	0.07	1.31	.193	(-0.05, 0.23)
IC	0.06	0.07	0.91	.366	(-0.08, 0.2)
CR	-0.01	0.08	-0.10	.917	(-0.17, 0.16)
MBEA	-0.02	0.07	-0.28	.777	(-0.15, 0.11)
MBEP	-0.03	0.06	-0.43	.669	(-0.15, 0.09)
LF	-0.17	0.07	-2.40	.018	(-0.31, -0.03)
GEN	0.12	0.08	1.51	.132	(-0.04, 0.27)
AGE	0.10	0.14	0.71	.480	(-0.18, 0.37)
EDU	-0.07	0.11	-0.65	.516	(-0.29, 0.15)
TEN1	-0.06	0.08	-0.78	.437	(-0.23, 0.1)
TEN2	-0.04	0.11	-0.36	.717	(-0.26, 0.18)

H3m: There is a significant relationship between managers' leadership styles (at dimension level) as perceived by subordinates and their continuance commitment in the banking sector of Pakistan.

In order to assess statistical relationship between dimensions of managers' leadership styles and continuance commitment, OLS multiple regression model was estimated. Table 42

provides the regression results. The regression equation explained 12% of the total variation in continuance commitment. The regression ANOVA was insignificant, $F(14, 176) = 1.67$, $p = .066$. Parameter estimation results indicated that tenure (9 years or above) was the only significant predictor of continuance commitment, $b = 0.44$, $SE = (0.13)$, $t = 3.37$, $p = .001$, 95% CI : [0.18, 0.70].

Table 42

Multiple Regression Results for the Effect of Dimensions of Leadership Styles on Continuance Commitment

	<i>b</i>	<i>SE</i>	<i>t</i>	<i>p</i>	(95% <i>CI</i>)
IIA	0.07	0.09	0.78	.435	(-0.11, 0.26)
IIB	0.01	0.10	0.08	.940	(-0.19, 0.21)
IM	-0.02	0.10	-0.15	.880	(-0.21, 0.18)
IS	-0.06	0.08	-0.76	.451	(-0.23, 0.1)
IC	0.03	0.09	0.36	.720	(-0.14, 0.2)
CR	0.10	0.10	1.02	.310	(-0.10, 0.3)
MBEA	-0.06	0.08	-0.76	.450	(-0.22, 0.1)
MBEP	0.02	0.07	0.24	.814	(-0.13, 0.16)
LF	-0.01	0.08	-0.10	.923	(-0.17, 0.16)
GEN	-0.06	0.09	-0.67	.502	(-0.25, 0.12)
AGE	0.15	0.17	0.88	.381	(-0.18, 0.47)
EDU	0.26	0.13	1.93	.055	(-0.01, 0.52)
TEN1	0.07	0.10	0.76	.449	(-0.12, 0.27)
TEN2	0.44	0.13	3.37	.001	(0.18, 0.7)

H3n: There is a significant relationship between managers' leadership styles (at dimension level) as perceived by subordinates and their normative commitment in the banking sector of Pakistan.

In order to assess statistical relationship between dimensions of managers' leadership styles and normative commitment, OLS multiple regression model was estimated. Table 43 provides the regression results. The regression equation explained 8% of the total variation in normative commitment. The regression ANOVA was insignificant, $F(14, 176) = 1.02, p = .432$. Parameter estimation results indicated that management by exception (active) was the only significant but negative predictor of normative commitment, $b = -0.23, SE = (0.09), t = -2.51, p = .013, 95\% CI: [-0.41, -0.05]$.

Table 43

Multiple Regression Results for the Effect of Dimensions of Leadership Styles on Normative Commitment

	<i>b</i>	<i>SE</i>	<i>t</i>	<i>p</i>	(95% <i>CI</i>)
IIA	0.09	0.11	0.84	.401	(-0.12, 0.3)
IIB	0.06	0.11	0.51	.611	(-0.17, 0.28)
IM	0.06	0.11	0.56	.573	(-0.16, 0.28)
IS	-0.04	0.09	-0.42	.673	(-0.23, 0.15)
IC	0.06	0.10	0.64	.523	(-0.13, 0.25)
CR	0.05	0.11	0.45	.651	(-0.17, 0.28)
MBEA	-0.23	0.09	-2.51	.013	(-0.41, -0.05)
MBEP	-0.08	0.08	-0.91	.362	(-0.24, 0.09)
LF	0.10	0.10	1.05	.296	(-0.09, 0.29)
GEN	0.20	0.11	1.87	.063	(-0.01, 0.41)

(continues)

Table 43 (continued)

AGE	-0.02	0.19	-0.10	.923	(-0.39, 0.36)
EDU	-0.06	0.15	-0.40	.688	(-0.36, 0.24)
TEN1	-0.04	0.11	-0.37	.714	(-0.26, 0.18)
TEN2	0.15	0.15	0.99	.322	(-0.15, 0.44)

Table 44

Summary of Significant Relationships between Leadership Styles and Outcomes (Subordinates' Perceptions)

Significant relationships
Leadership style level
Transformational leadership style and effectiveness
Transformational leadership style and extra effort
Transformational leadership style and satisfaction
Transformational leadership style and affective commitment
laissez-faire leadership style and effectiveness
laissez-faire leadership style and satisfaction
laissez-faire leadership style and affective commitment
Dimension level
Idealized influence (attributed) and effectiveness
Idealized influence (behavior) and effectiveness
Idealized influence (behavior) and extra effort
Inspirational motivation and extra effort
Intellectual stimulation and extra effort
Intellectual stimulation and satisfaction
Contingent reward and satisfaction
Management by exception (active) and normative commitment

4.08 Congruence between Self and Subordinates' Perceptions about Leadership Styles and Performance (Level 4)

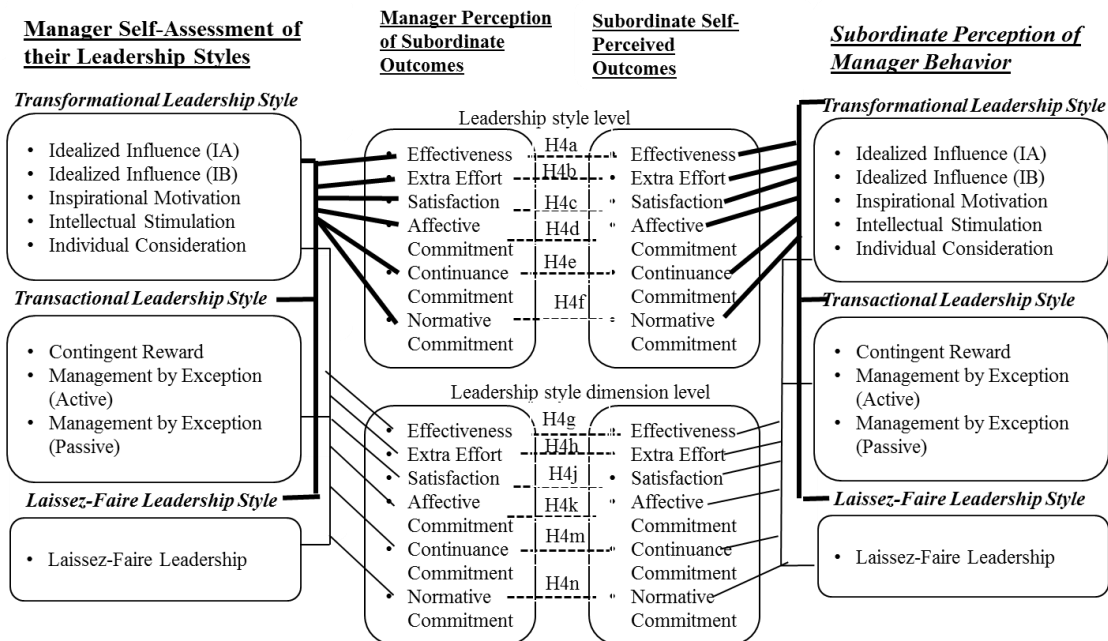


Figure 12: Congruence between self and subordinates' perceptions about leadership styles and performance

The purpose of this section is to determine the level of congruence between managers' (self) and their subordinates' perceptions about the relationship between leadership styles and outcomes. In this perspective, three leadership styles (transformational, transactional, and laissez-faire) and six leadership outcomes (effectiveness, extra effort, satisfaction, affective commitment, continuance commitment and normative commitment) are studied in the banking sector of Pakistan. In order to examine the level of congruence between managers and subordinates, data was analyzed at two levels to better understand the relationship between independent and dependent variables: at leadership style level and leadership dimension levels. In addition, four demographic variables (gender, age, education and tenure) were also included as independent variables. IBM SPSS statistics 22.0 version was used to run regression analysis.

H4: There is a significant difference between managers' (self) and subordinates' perceptions about the impact of managers' leadership styles on performance outcomes in the banking sector of Pakistan.

In order to consider the relationship between leadership styles with every outcome, the above main hypothesis is divided into sub hypotheses (at leadership style and dimension level) in relation to each of the six outcome variables. The demographic variables (gender, age, education and tenure) were added as independent variables in regression models. Table 45 presents the summary of the impact of leadership styles on performance outcomes as perceived by managers and subordinates. The summary of significant differences between managers' and subordinates' perceptions about the relationship of leadership styles and outcome variables is shown in Table 46.

Table 45

Summary of Regression Results for Managers' and Subordinates' Perceived Leadership Styles and Outcomes

	<i>b</i>											
	Managers						Subordinates					
	EFF	EE	SAT	A COM	C COM	N COM	EFF	EE	SAT	A COM	C COM	N COM
Leadership style level												
Transf_L	0.19	0.05	0.39*	0.16	-0.36**	0.18	0.36***	0.41***	0.23*	0.12*	0.03	0.13
CR	-0.04	0.29	0.03	-0.18	0.17	-0.70**	0.15	0.13	0.37*	0.00	0.10	0.05
MBEA	0.25	0.35	0.24	-0.35	0.04	-0.28	-0.07	-0.01	0.03	-0.02	-0.05	-0.22*
MBEP	-0.47***	0.10	-0.13	-0.06	-0.04	0.11	0.00	0.05	-0.01	-0.03	0.03	-0.07
LF	0.07	-0.16	-0.17	-0.07	0.05	-0.34	-0.20**	-0.06	-0.41**	-0.16*	-0.01	0.10
GEN	0.02	-0.38	-0.65	0.54	0.12	0.74	0.33***	0.08	-0.12	0.10	-0.05	0.21*

(continues)

Table 45 (continued)

AGE	0.25	0.13	0.19	0.18	0.04	0.18	-0.05	-0.18	-0.04	0.11	0.14	-0.02
EDU	-0.07	0.28	0.52	-0.72	-0.17	-0.42	0.17	0.11	0.19	-0.05	0.24	-0.08
TEN1	-0.02	0.16	-0.05	0.00	-0.03	-0.12	-0.14	-0.16	-0.21	-0.07	0.10	-0.03
TEN2	-0.07	-0.07	-0.57*	-0.23	0.12	-0.15	-0.01	-0.14	-0.01	-0.03	0.44**	0.15
Dimension level												
IIA	0.27	-0.04	-0.12	-0.34	-0.29	-0.08	0.27**	0.00	0.26	0.01	0.07	0.09
IIB	0.30	0.39	0.79*	0.37	-0.22	0.50	0.22*	0.22*	0.26	0.05	0.01	0.06
IM	0.11	0.35	0.28	0.52	-0.09	0.17	0.08	0.43***	0.23	0.05	-0.02	0.06
IS	-0.11	-0.14	-0.10	-0.14	-0.31	0.23	0.10	0.21**	0.33*	0.09	-0.06	-0.04
IC	0.00	-0.40	0.20	-0.18	0.12	-0.36	-0.02	-0.06	-0.18	0.06	0.03	0.06
CR	-0.09	0.13	-0.17	-0.35	0.18	-0.87**	0.16	0.12	0.35*	-0.01	0.10	0.05
MBEA	0.09	0.25	0.19	-0.31	0.10	-0.29	-0.05	0.05	0.10	-0.02	-0.06	-0.23*
MBEP	-0.46**	0.08	-0.23	-0.16	-0.11	0.13	0.01	0.11	0.05	-0.03	0.02	-0.08
LF	0.08	-0.10	-0.09	0.00	0.05	-0.27	-0.19*	-0.03	-0.38**	-0.17*	-0.01	0.10
GEN	-0.01	-0.30	-0.44	0.69	0.13	0.90*	0.34***	0.10	-0.07	0.12	-0.06	0.20
AGE	0.26	0.07	0.24	0.17	0.09	0.10	-0.03	-0.19	-0.02	0.10	0.15	-0.02
EDU	-0.03	0.11	0.47	-0.93*	-0.16	-0.61*	0.17	0.10	0.14	-0.07	0.26	-0.06
TEN1	-0.09	0.10	-0.05	0.00	-0.02	-0.11	-0.16	-0.07	-0.12	-0.06	0.07	-0.04
TEN2	-0.07	0.14	-0.42	0.01	0.10	0.08	0.00	-0.16	-0.04	-0.04	0.44**	0.15

* $p < .05$. ** $p < .01$. *** $p < .001$.

H4a: There is a significant difference between managers' and subordinates' perceptions about the impact of managers' leadership styles on effectiveness outcome in the banking sector of Pakistan.

In order to examine the level of congruence between managers' and their subordinates' perceptions about leadership styles with respect to effectiveness, two different OLS regression models were estimated. Regression results are shown in Tables 18 and 32. The regression model of managers' self-perceived leadership styles and effectiveness was significant, $R^2 = 0.65$, F

(10, 39) = 7.27, $p < .001$. Parameter estimation results indicated that management by exception (passive) was the only significant but negative predictor of effectiveness, $b = -0.47$, $SE = (0.13)$, $t = -3.73$, $p = .001$, 95% CI : [-0.73, -0.22]. On the other hand, regression model of subordinates' perceived leadership styles and effectiveness was also significant $R^2 = 0.41$, $F(10, 180) = 12.26$, $p < .001$. However, parameter estimation results indicated that transformational leadership style, laissez-faire leadership style, and gender (female) were significant predictors of effectiveness. The relationship of transformational leadership style and gender (female) with effectiveness was found as positive $b = 0.36$, $SE = (0.06)$, $t = 5.60$, $p < .001$, 95% CI : [0.23, 0.49] and $b = 0.33$, $SE = (0.08)$, $t = 4.05$, $p < .001$, 95% CI : [0.17, 0.49] respectively whereas laissez-faire leadership style was reported as negative predictor of effectiveness, $b = -0.20$, $SE = (0.07)$, $t = -2.71$, $p < .001$, 95% CI : [-0.34, -0.05].

H4b: There is a significant difference between managers' and subordinates' perceptions about the impact of managers' leadership styles on extra effort outcome in the banking sector of Pakistan.

In order to examine the level of congruence between managers' and their subordinates' perceptions about leadership styles with respect to extra effort, two different OLS regression models were estimated. Regression results are shown in Tables 19 and 33. The regression model of managers' self-perceived leadership styles and extra effort was significant, $R^2 = 0.44$, $F(10, 39) = 3.11$, $p = .005$ but parameter estimation results indicated no self-perceived leadership style as significant predictor of extra effort. On the other hand, regression model of subordinates' perceived leadership styles and extra effort was also significant $R^2 = .039$, $F(10, 180) = 11.47$, $p < .001$. However, estimation results indicated transformational leadership style as highly

significant predictor of extra effort, $b = 0.41$, $SE = (0.07)$, $t = 5.58$, $p < .001$, 95% CI : [0.26, 0.55].

H4c: There is a significant difference between managers' and subordinates' perceptions about the impact of managers' leadership styles on satisfaction outcome in the banking sector of Pakistan.

In order to examine the level of congruence between managers' and their subordinates' perceptions about leadership styles with respect to satisfaction, two different OLS regression models were estimated. Regression results are shown in Tables 20 and 34. The regression model of managers' self-perceived leadership styles and satisfaction was significant, $R^2 = 0.69$, $F(10, 39) = 8.53$, $p < .001$. Parameter estimation results indicated transformational leadership as significant, $b = 0.39$, $SE = (0.18)$, $t = 2.18$, $p = .035$, 95% CI : [0.03, 0.76] and tenure (5-8 years) as significant but negative predictors of satisfaction, $b = -0.57$, $SE = (0.24)$, $t = -2.33$, $p = .025$, 95% CI : [-1.06, -0.08]. On the other hand, regression model of subordinates' perceived leadership styles and satisfaction was also significant $R^2 = 0.22$, $F(10, 180) = 5.11$, $p < .001$. However, parameter estimation results indicated that transformational leadership and contingent reward were significant predictors of satisfaction, $b = 0.23$, $SE = (0.11)$, $t = 2.02$, $p = .045$, 95% CI : [0.01, 0.46] and $b = 0.37$, $SE = (0.16)$, $t = 2.38$, $p = .019$, 95% CI : [0.06, 0.68] respectively. In addition, laissez-faire leadership was also reported as significant but negative predictor of satisfaction, $b = -0.41$, $SE = (0.13)$, $t = -3.14$, $p = .002$, 95% CI : [-0.67, -0.15].

H4d: There is a significant difference between self and subordinates' perceptions about the impact of managers' leadership styles on affective commitment outcome in the banking sector of Pakistan.

In order to examine the level of congruence between managers' and their subordinates' perceptions about leadership styles with respect to affective commitment, two different OLS regression models were estimated. Regression results are shown in Tables 21 and 35. The regression model of managers' self-perceived leadership styles and affective commitment was insignificant, $R^2 = 0.14$, $F(10, 39) = 0.64$, $p = .772$. Parameter estimation results indicated that no independent variable was significant predictor of affective commitment. On the other hand, regression model of subordinates' perceived leadership styles and affective commitment was also insignificant $R^2 = 0.09$, $F(10, 180) = 1.81$, $p = .062$. However, the parameter estimation results indicated transformational leadership as significant predictor, $b = 0.12$, $SE = (0.06)$, $t = 1.97$, $p = .05$, 95% *CI*: [0.00, 0.24] and laissez-faire leadership as significant but negative predictor of affective commitment, $b = -0.16$, $SE = (0.07)$, $t = -2.37$, $p = .019$, 95% *CI*: [-0.30, -0.03] respectively.

H4e: There is a significant difference between managers' and subordinates' perceptions about the impact of managers' leadership styles on continuance commitment outcome in the banking sector of Pakistan.

In order to examine the level of congruence between managers' and their subordinates' perceptions about leadership styles with respect to continuance commitment, two different OLS regression models were estimated. Regression results are shown in Tables 22 and 36. The regression model of managers' self-perceived leadership styles and continuance commitment was significant, $R^2 = 0.45$, $F(10, 39) = 3.17$, $p = .005$. Parameter estimation results indicated that transformational leadership was the only significant but negative predictor of continuance commitment, $b = -0.36$, $SE = (0.11)$, $t = -3.25$, $p = .002$, 95% *CI*: [-0.58, -0.14]. On the other hand, regression model of subordinates' perceived leadership styles and continuance

commitment was also significant $R^2 = 0.11$, $F(10, 180) = 2.25$, $p = .017$. However, the parameter estimation results indicated that tenure (9 years tenure or above) was the only significant predictor of continuance commitment, $b = 0.44$, $SE = (0.13)$, $t = 3.37$, $p = .001$, 95% CI : [0.18, 0.69].

H4f: There is a significant difference between self and subordinates' perceptions about the impact of managers' leadership styles on normative commitment outcome in the banking sector of Pakistan.

In order to examine the level of congruence between managers' and their subordinates' perceptions about leadership styles with respect to normative commitment, two different OLS regression models were estimated. Regression results are shown in Tables 23 and 37. The regression model of managers' self-perceived leadership styles and normative commitment was significant, $R^2 = 0.33$, $F(10, 39) = 1.94$, $p = .069$. Parameter estimation results indicated gender (female) as significant, contingent reward as significant but negative, and laissez-faire leadership as significant but negative predictors of normative commitment, $b = 0.74$, $SE = (0.34)$, $t = 2.17$, $p = .036$, 95% CI : [0.05, 1.42]; $b = -0.70$, $SE = (0.26)$, $t = -2.70$, $p = .01$, 95% CI : [-1.22, -0.18]; and $b = -0.34$, $SE = (0.15)$, $t = -2.21$, $p = .033$, 95% CI : [-0.64, -0.03] respectively. On the other hand, regression model of subordinates' perceived leadership styles and normative commitment was insignificant $R^2 = 0.07$, $F(10, 180) = 1.40$, $p = .182$. Parameter estimation results indicated that gender (female) were significant predictor of normative commitment, $b = 0.21$, $SE = (0.10)$, $t = 2.02$, $p = .045$, 95% CI : [0.01, 0.41] respectively. In addition, management by exception (active) was also reported as significant but negative predictor of normative commitment, $b = -0.22$, $SE = (0.09)$, $t = -2.52$, $p = .013$, 95% CI : [-0.40, -0.05].

H4g: There is a significant difference between managers' and subordinates' perceptions about the impact of managers' leadership styles (at dimension level) on effectiveness outcome in the banking sector of Pakistan.

In order to examine the level of congruence between managers' and their subordinates' perceptions about leadership style dimensions with respect to effectiveness, two different OLS regression models were estimated. Regression results are shown in Tables 24 and 38. The regression model of managers' self-perceived leadership style dimensions and effectiveness was significant, $R^2 = 0.68$, $F(14, 35) = 5.25$, $p < .001$. Parameter estimation results indicated that management by exception (passive) was the only significant but negative predictor of effectiveness, $b = -0.46$, $SE = (0.14)$, $t = -3.35$, $p = .002$, 95% *CI*: [-0.74, -0.18]. On the other hand, regression model of subordinates' perceived leadership style dimensions and effectiveness was also significant $R^2 = 0.42$, $F(14, 176) = 9.18$, $p < .001$. Parameter estimation results indicated that idealized influence (attributed), idealized influence (behavioral), and gender (female) were significant predictors of effectiveness, $b = 0.27$, $SE = (0.08)$, $t = 3.26$, $p = .001$, 95% *CI*: [0.11, 0.43]; $b = 0.22$, $SE = (0.09)$, $t = 2.49$, $p = .014$, 95% *CI*: [0.05, 0.39]; and $b = 0.34$, $SE = (0.08)$, $t = 4.09$, $p < .001$, 95% *CI*: [0.17, 0.50] respectively. In addition, laissez-faire leadership was also found significant but negative predictor of effectiveness, $b = -0.19$, $SE = (0.07)$, $t = -2.54$, $p = .012$, 95% *CI*: [-0.33, -0.04].

H4h: There is a significant difference between managers' and subordinates' perceptions about the impact of managers' leadership styles (at dimension level) on extra effort outcome in the banking sector of Pakistan.

In order to examine the level of congruence between managers' and their subordinates' perceptions about leadership style dimensions with respect to extra effort, two different OLS

regression models were estimated. Regression results are shown in Tables 25 and 39. The regression model of managers' self-perceived leadership style dimensions and extra effort was significant, $R^2 = 0.52$, $F(14, 35) = 2.73$, $p = .008$. Parameter estimation results indicated that no independent variable was significant predictor of subordinates' extra effort. On the other hand, regression model of subordinates' perceived leadership style dimensions and extra effort was also significant $R^2 = 0.45$, $F(14, 176) = 10.27$, $p < .001$. However, the parameter estimation results indicated that idealized influence (behavioral), inspirational motivation, and intellectual stimulation were significant predictors of extra effort, $b = 0.22$, $SE = (0.10)$, $t = 2.27$, $p = .025$, 95% CI : [0.03, 0.41]; $b = 0.43$, $SE = (0.10)$, $t = 4.56$, $p < .001$, 95% CI : [0.25, 0.62]; and $b = 0.21$, $SE = (0.08)$, $t = 2.67$, $p = .008$, 95% CI : [0.06, 0.37] respectively.

H4j: There is a significant difference between managers' and subordinates' perceptions about the impact of managers' leadership styles (at dimension level) on satisfaction outcome in the banking sector of Pakistan.

In order to examine the level of congruence between managers' and their subordinates' perceptions about leadership style dimensions with respect to satisfaction, two different OLS regression models were estimated. Regression results are shown in Tables 26 and 40. The regression model of managers' self-perceived leadership style dimensions and satisfaction was significant, $R^2 = 0.73$, $F(14, 35) = 6.84$, $p < .001$. Parameter estimation results indicated that idealized influence (behavior) was the only significant predictor of satisfaction, $b = 0.79$, $SE = (0.30)$, $t = 2.65$, $p = .012$, 95% CI : [0.19, 1.40]. On the other hand, regression model of subordinates' perceived leadership style dimensions and satisfaction was also significant $R^2 = 0.28$, $F(14, 176) = 4.84$, $p < .001$. However, the parameter estimation results indicated that intellectual stimulation and contingent reward were significant predictors of satisfaction, $b =$

0.33, $SE = (0.13)$, $t = 2.59$, $p = .01$, 95% CI : [0.08, 0.58] and $b = 0.35$, $SE = (0.15)$, $t = 2.28$, $p = .024$, 95% CI : [0.05, 0.65] respectively. In addition, laissez-faire leadership was also found significant but negative predictor of satisfaction, $b = -0.38$, $SE = (0.13)$, $t = -2.92$, $p = .004$, 95% CI : [-0.63, -0.12].

H4k: There is a significant difference between self and subordinates' perceptions about the impact of managers' leadership styles (at dimension level) on affective commitment outcome in the banking sector of Pakistan.

In order to examine the level of congruence between managers' and their subordinates' perceptions about leadership style dimensions with respect to affective commitment, two different OLS regression models were estimated. Regression results are shown in Tables 27 and 41. The regression model of managers' self-perceived leadership style dimensions and affective commitment was insignificant, $R^2 = 0.22$, $F(14, 35) = 0.68$, $p = .775$. Parameter estimation results indicated that education (16 years or above) was the only significant but negative predictor of affective commitment, $b = -0.93$, $SE = (0.39)$, $t = -2.36$, $p = .024$, 95% CI : [-1.73, -0.13]. On the other hand, regression model of subordinates' perceived leadership style dimensions and affective commitment was also insignificant $R^2 = 0.10$, $F(14, 176) = 1.37$, $p = .170$. Parameter estimation results indicated that laissez-faire leadership was the only significant but negative predictor of affective commitment, $b = -0.17$, $SE = (0.07)$, $t = -2.40$, $p = .018$, 95% CI : [-0.31, -0.03].

H4m: There is a significant difference between managers' and subordinates' perceptions about the impact of managers' leadership styles (at dimension level) on continuance commitment outcome in the banking sector of Pakistan.

In order to examine the level of congruence between managers' and their subordinates' perceptions about leadership style dimensions with respect to continuance commitment, two different OLS regression models were estimated. Regression results are shown in Tables 28 and 42. The regression model of managers' self-perceived leadership style dimensions and continuance commitment was significant, $R^2 = 0.50$, $F(14, 35) = 2.52$, $p = .013$. Parameter estimation results indicated that no independent variable was significant predictor of subordinates' continuance commitment. On the other hand, regression model of subordinates' perceived leadership style dimensions and continuance commitment was insignificant $R^2 = 0.12$, $F(14, 176) = 1.67$, $p = .066$ but parameter estimation results indicated that tenure (9 years or above) as significant predictor of continuance commitment, $b = 0.44$, $SE = (0.13)$, $t = 3.37$, $p = .001$, 95% *CI*: [0.18, 0.70].

H4n: There is a significant difference between managers' and subordinates' perceptions about the impact of managers' leadership styles (at dimension level) on normative commitment outcome in the banking sector of Pakistan.

In order to examine the level of congruence between managers' and their subordinates' perceptions about leadership style dimensions with respect to normative commitment, two different OLS regression models were estimated. Regression results are shown in Tables 29 and 43. The regression model of managers' self-perceived leadership style dimensions and normative commitment was insignificant, $R^2 = 0.40$, $F(14, 35) = 1.68$, $p = .105$. Parameter estimation results indicated that contingent reward, gender (female) and education (16 years or above) were significant predictors of normative commitment, $b = -0.87$, $SE = (0.28)$, $t = -3.15$, $p = .003$, 95% *CI*: [-1.43, -0.31]; $b = 0.90$, $SE = (0.36)$, $t = 2.52$, $p = .017$, 95% *CI*: [0.17, 1.62]; and $b = -0.61$, $SE = (0.29)$, $t = -2.08$, $p = .045$, 95% *CI*: [-1.20, -0.02] respectively. However, contingent reward

and education (16 years or above) had negative relationship with normative commitment. On the other hand, regression model of subordinates' perceived leadership style dimensions and normative commitment was also insignificant $R^2 = 0.08$, $F(14, 176) = 1.02$, $p = .432$. However, parameter estimation results indicated management by exception (active) as significant but negative predictor of normative commitment, $b = -0.23$, $SE = (0.09)$, $t = -2.51$, $p = .013$, 95% CI : $[-0.41, -0.05]$.

Table 46

Summary of Significant Differences for Managers' and Subordinates' Perceived Leadership Styles and Outcomes

Relationship	Managers' perceptions	Subordinates' perceptions
Leadership style level		
Transformational leadership style and effectiveness	Insignificant relationship	Significantly positive relationship
Transformational leadership style and extra effort	Insignificant relationship	Significantly positive relationship
Transformational leadership style and affective commitment	Insignificant relationship	Significantly positive relationship
Transformational leadership and continuance commitment	Significantly negative relationship	Insignificant relationship
laissez-faire leadership style and effectiveness	Insignificant relationship	Significantly negative relationship
laissez-faire leadership style and satisfaction	Insignificant relationship	Significantly negative relationship
laissez-faire leadership style and affective commitment	Insignificant relationship	Significantly negative relationship
Dimension level		
Idealized influence (attributed) and effectiveness	Insignificant relationship	Significantly positive relationship

(continues)

Table 46 (continued)

Idealized influence (behavior) and effectiveness	Insignificant relationship	Significantly positive relationship
Idealized influence (behavior) and extra effort	Insignificant relationship	Significantly positive relationship
Idealized influence (behavior) and satisfaction	Significantly positive relationship	Insignificant relationship
Inspirational motivation and extra effort	Insignificant relationship	Significantly positive relationship
Intellectual stimulation and extra effort	Insignificant relationship	Significantly positive relationship
Intellectual stimulation and satisfaction	Insignificant relationship	Significantly positive relationship
Contingent reward and normative commitment	Significantly negative relationship	Insignificant relationship
Contingent reward and Satisfaction	Insignificant relationship	Significantly positive relationship
Management by exception (active) and normative commitment	Insignificant relationship	Significantly negative relationship
Management by exception (passive) and effectiveness	Significantly negative relationship	Insignificant relationship

CHAPTER 5

CONCLUSIONS

The purpose of this comparative study was to examine the congruence among managers' (self) and subordinates' perceptions about their leadership styles and performance in the banking sector of Pakistan. In addition, the current study examined the similarities and differences of the managers' leadership styles based on their self-assessment and perceptions of their subordinates. This chapter consists of four parts: (1) summary and discussion of major findings; (2) implications for research and practice; (3) limitations of the study; and (4) recommendations for future research.

5.01 Summary and Discussion of Major Findings

The banking sector in Pakistan is found a male dominant sector. The representation of the female group in the study was 6% at manager level and 32.71% at subordinate level. However, it should not be considered that females have less opportunities of growth in the banking sector. In fact, the number of females in the banking sector is increasing if considered with comparison to previous researches (Asrarulhaq, 2012; Bodla & Hussain, 2009). Results showed that 90.19% subordinates were between 26 and 35 years old. Similarly, the tenure of subordinates showed that the majority of employees had less than 10 years of experience which indicated that the banking sector in Pakistan is echoed by a young generation. In addition, the majority of the employees had 16 years of education. The results validated the earlier statement (mentioned in chapter three) that the banking sector is hiring young people with higher education and better (computer) skills whereas senior people are either retired with incentives or promoted on management positions.

The present study consisted of four levels. The first level of study was to compare the leadership styles of branch managers based on their self-assessment and perceptions of their subordinates. At the leadership style level, unexpectedly, no significant difference was found between managers' (self) and subordinates' perceptions about transformational leadership and transactional leadership. However, ANOVA results indicated a significant difference in the mean score of laissez-faire leadership style based on gender and age. Parameter estimates showed that gender (female group) and age (35 years or less group) had significant but negative ratings for laissez-faire leadership style. At leadership style dimension level, a highly significant difference was found between managers and subordinates at all dimensions of transformational leadership style and transactional leadership style. The managers significantly highly rated leadership style dimensions in their self-assessment which is consistent with the existing literature on self-assessed leadership styles (Atwater, Wang, Smither, & Fleenor, 2009; Young, 1980; Ismail, 2012; Mabe & West, 1982; Podsakoff & Organ, 1986). The representation of female managers in this study was significantly small in numbers which might be the reason of significantly higher ratings in managers' self-assessment of their leadership styles. As Visser, Ashton, and Vernon (2008); Moshavi, Brown, and Dodd (2003); and Brutus, Fleenor, and McCauley (1999) stated that men highly rate their transformational leadership styles whereas women are more accurate in this self-assessment of leadership styles. Therefore, there is need for further study on congruence in leadership from gender perspective. It will further help to understand that how differently male and female subordinates perceive their women managers. Based on demographics, a significant difference was found in intellectual stimulation, management by exception (active), and management by exception (passive). Intellectual stimulation was significantly highly rated based on three demographics: gender (male group), age (36 years or above), and education (less

than 16 years). Management by exception (active) and management by exception (passive) were significantly highly rated based on gender (female group). The literature (Brutus, Fleenor, & McCauley, 1999; Moshavi et al., 2003; Ostroff et al., 2004; Vecchio & Anderson, 2009) shows that younger managers lower rate their performance and effectiveness and old managers significantly over rate their leadership styles and performance. However, the findings of this study showed an unexpected and surprising relationship between the age of the managers and their self-assessment of performance and effectiveness. The younger managers (mostly between 26-35 years of age) significantly highly rated their leadership styles and performance in their self-assessment.

The second level of study was to examine the relationship between managers' self-perceived leadership styles (transformational, transactional, and laissez-faire) and dependent variables (effectiveness, extra effort, satisfaction, affective commitment, continuance commitment, and normative commitment). The results of the study revealed that only transformational leadership style had a significant statistical relationship with satisfaction and continuance commitment. The relationship of transformational leadership with satisfaction is in line with the previous literature (Griffith, 2004; Emery & Barker, 2007; Hunjra et al., 2010; Bushra, Usman, & Naveed, 2011; Asrarulhaq, 2012). However, the negative association of transformational leadership with continuance commitment and insignificant association with affective commitment were unexpected. Transformational leadership behavior appeal to the emotions of subordinates (Bass & Avolio, 1997) and has significant impact on subordinates' perceptions and motivation. Therefore, it should have a highly significant association with affective commitment as Lee (2005) stated that transformational leadership is highly associated with affective commitment. This surprising finding supports the findings (Brutus, Fleenor, &

McCauley, 1999; Moshavi et al., 2003; Ostroff et al., 2004; Vecchio & Anderson, 2009) that young managers lower rate their performance and effectiveness. In addition, the impact of leadership style dimensions on outcome variables was also examined. The results showed that most of the leadership style dimensions had an insignificant relationship with outcome variables. The results revealed that idealized influence (behavior) had a significant relationship with satisfaction, whereas contingent reward and management by exception (passive) had a significant but negative relationship with normative commitment and effectiveness respectively.

The third level of study was to examine the relationship between managers' leadership styles (transformational, transactional, and laissez-faire) as perceived by subordinates and dependent variables (effectiveness, extra effort, satisfaction, affective commitment, continuance commitment, and normative commitment). The results at the leadership style level were in line with the previous researches (Bass & Avolio, 1994; Ristow, Amos, & Staude, 1999; Hunjra et al., 2010; Bushra, Usman, & Naveed, 2011; Farahani, Taghadosi, & Behboudi, 2011; Bano, 2013). It revealed that transformational leadership had a significant relationship with effectiveness, extra effort, satisfaction and affective commitment. However, the insignificant association between transformational leadership and affective commitment was unexpected and contrary to the previous researches. The literature shows that transformational leadership styles has a significantly positive association with affective commitment (Bass & Avolio, 1997; Lee, 2005). The impact of laissez-faire leadership style on effectiveness, satisfaction, and affective commitment was found significantly negative that was in line with the available literature on leadership styles in relation to difference outcomes (i.e. Bass & Avolio, 1990; Lowe, Kroeck, & Sivasubramaniam, 1996; Spinelli, 2005)

The fourth level of study was to examine the congruence between managers' (self) and subordinates' perceptions about their leadership styles and performance. The results showed a significant difference between managers' and subordinates' perceptions about their leadership styles and performance. The subordinates' perceptions regarding managers' transformational leadership style were consistent and in line with the previous researches (Hunjra et al., 2010; Bushra, Usman, & Naveed, 2011; Bano, 2013). They rated a highly significant association of transformational leadership style with effectiveness, extra effort, satisfaction and affective commitment. On the other hand, managers perceived that transformational leadership had no significant relationship with effectiveness and extra effort which is unexpected and surprising in self-assessment of leadership styles and performance literature (Bass & Avolio, 1994; Ristow, Amos, & Staude, 1999). In addition, managers' perception about the insignificant association between transformational leadership style and affective commitment is also unexpected and contrary to the available literature on transformational leadership and commitment. It is inferred that if managers want to develop feelings of affective commitment in subordinates, they should not practice transformational leadership style frequently. As the majority of the managers in this study belonged to 26-35 years of age group, it supports the view that younger managers often lower rate their performance and effectiveness (Moshavi et al., 2003; Ostroff et al., 2004; Vecchio & Anderson, 2009). In addition, it is inferred that if managers want their subordinates to exert extra job effort and develop their affective commitment, they should adopt and practice transformational leadership style more frequently. The results showed that subordinates reported a significant but negative impact of laissez-faire leadership on effectiveness, satisfaction, and affective commitment. On the other hand, managers did not perceive any significant relationship between laissez-faire leadership and outcomes. At the second step, the congruence between

managers and subordinates about leadership styles and performance was examined at the leadership style dimension level in relation to each outcome. The results showed a significant difference at every leadership style dimension (except individualized consideration) in relation to different outcomes.

5.02 Implications for Research and Practice

The findings of this study have several implications for Human Resource Development (HRD) research and practice. In addition, the findings of this study have certain implications for current leadership practice in the banking sector and for future leadership studies. The findings of this study may help the managers to make changes in their leadership styles to be more effective.

This study was conducted in the context of Pakistan. Due to economic crunch, an increase in unemployment rate and advancement in technology, the competition in the banking sector has become severe. In this situation, it is necessary for the success and growth that management and employees should be on the same lines (share the same mission and vision). The managers and their subordinates should work hard and together to achieve the mission. The results of this study imply that subordinates had different perceptions from their managers about the same things i.e. certain performance outcomes. There exists a gap between their perceptions. The findings of this study may be helpful to reduce this gap. In addition, the findings of this study may be helpful in developing certain policies and strategies to hire the best fit workforce and improve the performance of already hired staff.

The study further implies that more attention should be paid on the leadership development efforts based on the analysis of the present study. It is proposed that the

administration of the banks in Pakistan should develop some leadership programs. The managers should go under regular training of leadership development. It may help them to lead and manage the people in an effective way. All institutions including banks should have HRD departments at regional levels or some HRD professionals at branch levels who work with the managers to facilitate them in employees' training and mentoring (career development), motivation and making retention strategies. The findings of this study may help to design some programs to educate managers and leaders in the banking sector.

The results of the study reinforce Bhagat and Steers (2009) that leadership is not the same thing across cultures. It is evident from the study (based on subordinates' perceptions) that transformational and transactional leadership styles were widely used leadership styles in the banking sector of Pakistan. However, the interesting finding was the negative relationship between some leadership styles and outcomes. For instance, the negative relationship between transformational leadership and continuance commitment at level 2; the negative relationship between contingent reward and normative commitment at level 2; insignificant relationship between transformational leadership and affective commitment at level 2; and the negative relationship between management by exception (active) and normative commitment at level 3.

The results of this study have created new insights into banking leadership. The implications could have far reaching effects for future leadership studies. The previous studies focused on the leaders and their immediate subordinates where congruence between the leader-follower existed, but the present study revealed some different findings from previous researches. Further, the existing literature on the congruence between leaders and subordinates is based on American or European contexts. There is need for further studies on leadership in other

parts of the world, especially in the South Asia region. As the perceptions of leadership styles in South Asia differ from other regions (Northouse, 2009) and is revealed through this study too.

The existing literature on leadership studies establishes a significant and positive relationship between leadership styles (transformational and transactional) and performance outcomes (effectiveness, extra effort, satisfaction, and organizational commitment). However, the findings of this study reveal the inconsistent relationships between leadership styles and performance outcomes. It is assumed that smaller institutions are better structured by communication, intimacy, and more personalized leadership. However, the findings of current study reveal that employees in the smaller institutions observed the leadership behavior more closely.

As discussed in the problem statement that the banking sector in Pakistan is facing multiple challenges, including high turnover, and needs effective leadership that could make strategies to satisfy, retain, and motivate the employees to exert extra efforts. But it seems from the findings of the study that leadership (managers' behavior) itself might be a reason for such problems. According to Avolio (1994), transformational and transactional leadership styles are the most effective leadership styles if adopted collectively. The findings of the current study revealed a significant difference among managers' and subordinates' perceptions about leadership styles and performance outcomes which might be an indication that transformational and transactional leadership styles are not adopted collectively in the banking sector of Pakistan. In addition, the findings of this study accentuate the need to develop some system to provide subordinates' feedback to their managers.

The findings of this study have certain implications for the current managers in the banking sector of Pakistan. Managers can benefit from the findings of this study to improve their

subordinates' performance, foster an atmosphere of trust and meet the challenges in the banking sector. For instance, in this study, managers perceived no significant relationship between transformational leadership and subordinates' extra effort. On the other hand, subordinates perceived a significant positive relationship between managers' transformational leadership and their willingness to exert extra effort. Thus, based on the findings of this study, if managers want their subordinates to work harder and spend more time on the job, they should adopt and practice transformational leadership style more frequently.

The findings of this study have certain implications for banks and other organizations. The findings of this study are consistent with the available literature that transformational leadership is significantly associated with perceived leader effectiveness, subordinate satisfaction with leader and willingness to exert extra effort. Effective leaders have great significance for the success of any organizations. According to Bass and Avolio (1999), if leaders remain unable to develop transformational leadership skills through experience, they can exhibit these skills through trainings. The findings of present study showed that managers perceived no significant relationship of transformational leadership with effectiveness and extra effort. On the other hand, subordinates perceived significant and positive relationship of transformational leadership with effectiveness and extra effort. It may be inferred that managers did not possess or were not aware of transformational leadership skills. Therefore, certain training programs may be designed to develop effective managers in the banking sector as well as other organizations.

5.03 Limitations of the Study

- The questionnaire was based on the perceptions of the employees and different employees might have perceived the same leadership style differently.
- There might be some personal bias in the leader and subordinate relationship which might have affected the credibility of the data.
- Due to the adverse political situation in some regions of the country, the people were hesitant to participate in the study and their responses might not reflect their true perceptions.
- The normality assumption of data was not fully satisfied. Given the constraints of study, the results of the study should be interpreted with caution.
- Given the structure of banking and cultural norms, some of the group numbers were very small for reliable conclusion.
- The demographics are used as categorical variables in the study. The results might be more accurate if the researcher had complete information.
- The results of the study might be weak due to bias in self-reported survey (managers' self-assessment about their leadership styles)

5.04 Recommendations for Future Research

The findings of this study give some directions for future research and practice in HRD. An extensive search revealed that literature on congruence in leadership styles and performance outcomes is limited. Therefore, the present study is a significant contribution to this body of knowledge. In addition, it is the first effort to examine the level of congruence between managers' and subordinates' perceptions about leadership styles and performance in the banking

sector of Pakistan. The results of this study at congruence level are not consistent with available literature and may be replicated with more diverse and larger sample to generalize the findings.

The findings of this study could be shared with banks and other organizations. It may help the leaders to adopt appropriate leadership styles according to need and context of the situation and organization. In addition, the organizations could use the findings of this study to hire appropriate individuals (on the basis of leadership styles) for leadership positions and design effective leadership development programs.

The findings of this study at level one showed that managers rated their leadership styles significantly higher in self-assessment than their subordinates. The literature on leadership reveals that self-assessment of leadership styles potentially has self-desirability bias. Thus, there is need for further studies to examine leadership styles and its relationship with difference outcomes from 360 degree feedback.

The findings of this study showed that the banking sector of Pakistan is a male dominant sector. The future study might include gender as the main focus. The difference in gender might have totally different results. The findings of this study showed a significant difference in the perceptions of male and female subordinates about the leadership styles of their managers. The sample of this study consisted of a limited number of females at manager level. The future study may be designed to examine the leadership styles of female managers in banks and how male and female subordinates perceive their leadership styles in relation to performance outcomes.

There are many leadership theories with different factors that affect different outcomes, i.e. motivation, engagement, well-being, organizational behavior and organizational performance. Future research studies may be designed to examine congruence about leadership styles and some other performance outcomes.

The present study was designed in context of the Pakistani banking sector. This study may be replicated in different other sectors and organizations in Pakistan i.e. textile sector, education sector, and telecom sector. It will add to the knowledge base on leadership style preferences and effectiveness generally and in Pakistani context especially. In addition, the impact of national culture on leadership styles and different outcomes can also be an important aspect for future studies.

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^{iv} http://www.sbp.org.pk/about/speech/financial_sector/2005/BANKING_SECTOR_REFORMS.pdf (Retrieved on March 2, 2012)

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^{vi} <http://www.hbl.com/downloads/pdf/Code-Of-Ethics-HBL.pdf> (Retrieved on September 30, 2013)

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APPENDIX A

INSTRUMENTS

MLQ Multifactor Leadership Questionnaire Leader Form (5x-Short)

My Name: _____ Date: _____

Organization ID #: _____ Leader ID #: _____

This questionnaire is to describe your leadership style as you perceive it. Please answer all items on this answer sheet. If an item is irrelevant, or if you are unsure or do not know the answer, leave the answer blank.

Forty-five descriptive statements are listed on the following pages. Judge how frequently each statement fits you. The word "others" may mean your peers, clients, direct reports, supervisors, and/or all of these individuals.

Use the following rating scale:

Not at all	Once in a while	Sometimes	Fairly often	Frequently, if not always
0	1	2	3	4

- | | | | | | | |
|----|---|---|---|---|---|---|
| 1. | I provide others with assistance in exchange for their efforts..... | 0 | 1 | 2 | 3 | 4 |
| 2. | I re-examine critical assumptions to question whether they are appropriate..... | 0 | 1 | 2 | 3 | 4 |
| 3. | I fail to interfere until problems become serious..... | 0 | 1 | 2 | 3 | 4 |
| 4. | I focus attention on irregularities, mistakes, exceptions, and deviations from standards..... | 0 | 1 | 2 | 3 | 4 |
| 5. | I avoid getting involved when important issues arise..... | 0 | 1 | 2 | 3 | 4 |
| 6. | I talk about my most important values and beliefs..... | 0 | 1 | 2 | 3 | 4 |

MLQ

Multifactor Leadership Questionnaire

Rater Form (5x-Short)

Name of Leader: _____ Date: _____

Organization ID #: _____ Leader ID #: _____

This questionnaire is to describe the leadership style of the above-mentioned individual as you perceive it. Please answer all items on this answer sheet. If an item is irrelevant, or if you are unsure or do not know the answer, leave the answer blank. Please answer this questionnaire anonymously.

IMPORTANT (necessary for processing): Which best describes you?

- ☐ I am at a higher organizational level than the person I am rating.
☐ The person I am rating is at my organizational level.
☐ I am at a lower organizational level than the person I am rating.
☐ I do not wish my organizational level to be known.

Forty-five descriptive statements are listed on the following pages. Judge how frequently each statement fits the person you are describing. Use the following rating scale:

Not at all	Once in a while	Sometimes	Fairly often	Frequently, if not always
0	1	2	3	4

THE PERSON I AM RATING. . .

- | | | | | | | |
|----|---|---|---|---|---|---|
| 1. | Provides me with assistance in exchange for my efforts..... | 0 | 1 | 2 | 3 | 4 |
| 2. | Re-examines critical assumptions to question whether they are appropriate | 0 | 1 | 2 | 3 | 4 |
| 3. | Fails to interfere until problems become serious..... | 0 | 1 | 2 | 3 | 4 |
| 4. | Focuses attention on irregularities, mistakes, exceptions, and deviations from standards..... | 0 | 1 | 2 | 3 | 4 |
| 5. | Avoids getting involved when important issues arise | 0 | 1 | 2 | 3 | 4 |
| 6. | Talks about their most important values and beliefs..... | 0 | 1 | 2 | 3 | 4 |

OCQ Scale

(For Managers)

Instructions

Listed below is a series of statements that represent feelings that individuals might have about the company or organization for which they work. With respect to your own feelings about the particular organization for which you are now working, please indicate the degree of your agreement or disagreement with each statement by circling a number from 1 to 7 using the scale below.

- 1 = strongly disagree
- 2 = disagree
- 3 = slightly disagree
- 4 = undecided
- 5 = slightly agree
- 6 = agree
- 7 = strongly agree

1. It would be hard for me to leave this bank right now, even if I wanted to
2. I do not feel any obligation to remain with my current employer (bank)
3. I would be very happy to spend the rest of my career with this bank
4. One of the few negative consequences of leaving this bank would be the scarcity of available alternatives
5. Even if it were to my advantage, I do not feel it would be right to leave my organization now

OCQ Scale

(For Subordinates)

Instructions

Listed below is a series of statements that represent feelings that individuals might have about the company or organization for which they work. With respect to your own feelings about the particular organization for which you are now working, please indicate the degree of your agreement or disagreement with each statement by circling a number from 1 to 7 using the scale below.

- 1 = strongly disagree
- 2 = disagree
- 3 = slightly disagree
- 4 = undecided
- 5 = slightly agree
- 6 = agree
- 7 = strongly agree

1. It would be hard for my subordinates to leave this bank right now, even if they wanted to
2. My subordinates do not feel any obligation to remain at current bank
3. My subordinates would be very happy to spend the rest of their career with this bank
4. One of the few negative consequences of leaving this bank would be the scarcity of available alternatives
5. Even if it were to their advantage, they do not feel it right to leave this bank

APPENDIX B

PERMISSION LETTERS TO USE INSTRUMENTS

For use by MUHAMMAD ASRAR UL HAQ only. Received from Mind Garden, Inc. on November 18, 2013



To whom it may concern,

This letter is to grant permission for the above named person to use the following copyright material;

Instrument: *Multifactor Leadership Questionnaire*

Authors: *Bruce Avolio and Bernard Bass*

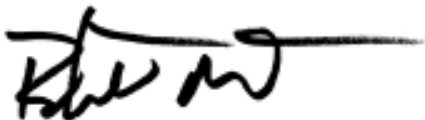
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for his/her thesis research.

Five sample items from this instrument may be reproduced for inclusion in a proposal, thesis, or dissertation.

The entire instrument may not be included or reproduced at any time in any other published material.

Sincerely,

A handwritten signature in black ink, appearing to read "Robert Most", with a long horizontal line extending to the right.

Robert Most
Mind Garden, Inc.
www.mindgarden.com

(Permission to Use OCQ)

from: John Meyer meyer@uwo.ca
to: M Asrar-ul-Haq <asrar.uiuc@gmail.com>
subject: RE: Permission to use Organizational Commitment Questionnaire (OCQ)

Greetings,

Thank you for your interest in our work. You can get the commitment scales and permission to use them for academic research purposes from the following website: <http://employeecommitment.com>. I hope that all goes well with your research.

Best regards,

John Meyer

Dr. John Meyer
Department of Psychology
Rm 8411, Social Science Centre
Western University
London, Ontario, Canada
N6A 5C2

Phone: [\(519\) 661-3679](tel:(519)661-3679)
Fax: [\(519\) 661-3961](tel:(519)661-3961)
Email: meyer@uwo.ca

*** Note:** *The academic license is free of charge and intended for academic use only. If you wish to use the product in a commercial application, please obtain a commercial license by purchasing. Retrieved from <http://employeecommitment.com/>*

APPENDIX C

CONSENT LETTER

Dear Participant:

I am a faculty member at the COMSATS Institute of Information Technology (CIIT) and pursuing my Ph.D in Human Resource Development (HRD) at the University of Illinois at Urbana-Champaign (UIUC), the USA. I am working on a research project titled 'congruence among the leaders' (self) and their subordinates' perceptions about their leadership styles and performance in the banking sector of Pakistan'. This research is being supervised by Dr. K. Peter Kuchinke, Professor at UIUC. I would like to invite you to participate in this research study.

The purpose of this study is to examine the leadership styles and its impacts on subordinates' attitudes towards their leaders' performance and their readiness to exert extra efforts on the current job in Pakistan. Managers will be requested to consider their own leadership style (how they perceive about themselves) and subordinates will consider the leadership style of their managers. Both groups will be requested to fill out a short questionnaire based on their perceptions. The findings of this study may help managers to understand the perceptions and needs of their subordinates and adopt appropriate leadership styles. In addition, the overall findings of the study may be shared with the respondents that might affect their job satisfaction, commitment and performance. It will help to create a more pleasant, effective, and productive environment. Moreover, information about any particular branch or person will not be shared with anyone.

Your participation in this study is voluntary and we anticipate no risk other than you experience in your normal life. There is no such question that may reveal your personal information. The information about any particular branch will not be shown and discussed in the study. The results of the study will be presented in relation to combined responses of multiple branches/banks. The survey will take maximum twenty minutes and your identity in this study is confidential and only researchers will have access to the collected data and will maintain confidentiality of your records. However, if you want to skip any question or quit your participation in this study at any stage, you can do without any penalty. If you need any further information about this study or your participation, please feel free to contact the researchers at kuchinke@illinois.edu or asrarul1@illinois.edu.

If you have any questions about your rights as a participant in this study or any concerns or complaints, please contact the University of Illinois Institutional Review Board at 001-217-333-2670 (collect calls will be accepted if you identify yourself as a research participant) or via email at irb@illinois.edu. Please print a copy for your record and click yes to participate in survey or click no to exit.

I understand the risks and benefits of this research study and agree to participate in this research study:

Yes:

No:

APPENDIX D

OUTLIER ANALYSIS

Managers

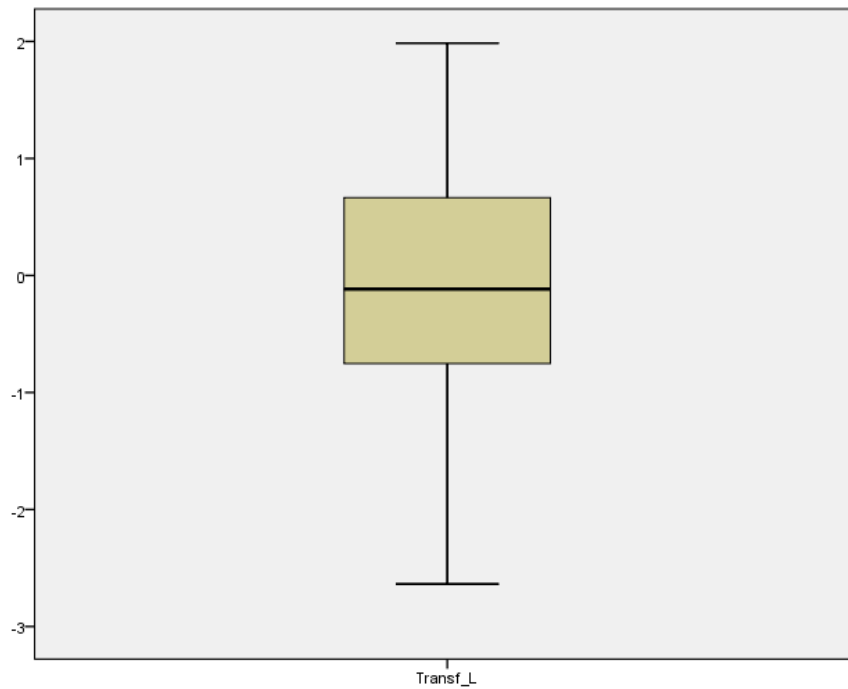


Figure 1D: Transformational Leadership

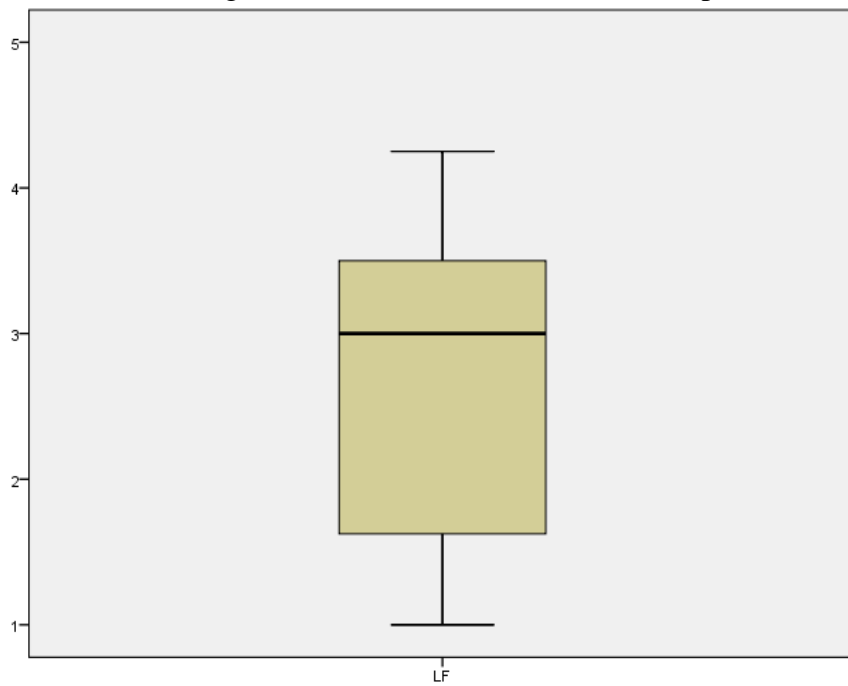


Figure 2D: Laissez-faire Leadership

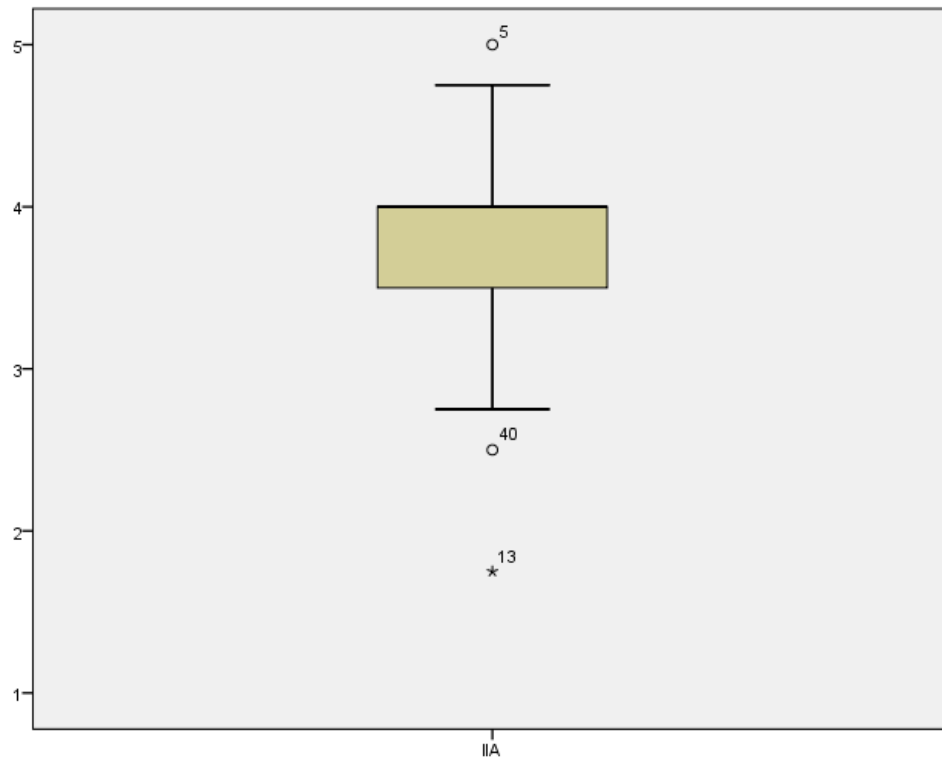


Figure 3D: Idealized Influence (Attributed)

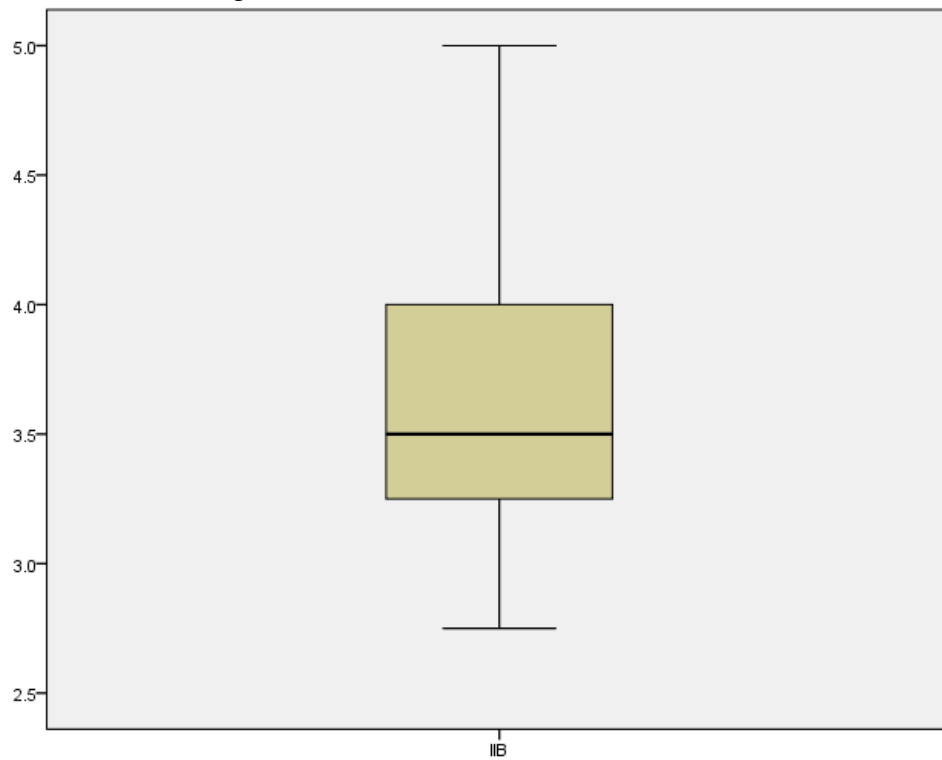


Figure 4D: Idealized Influence (Behavior)

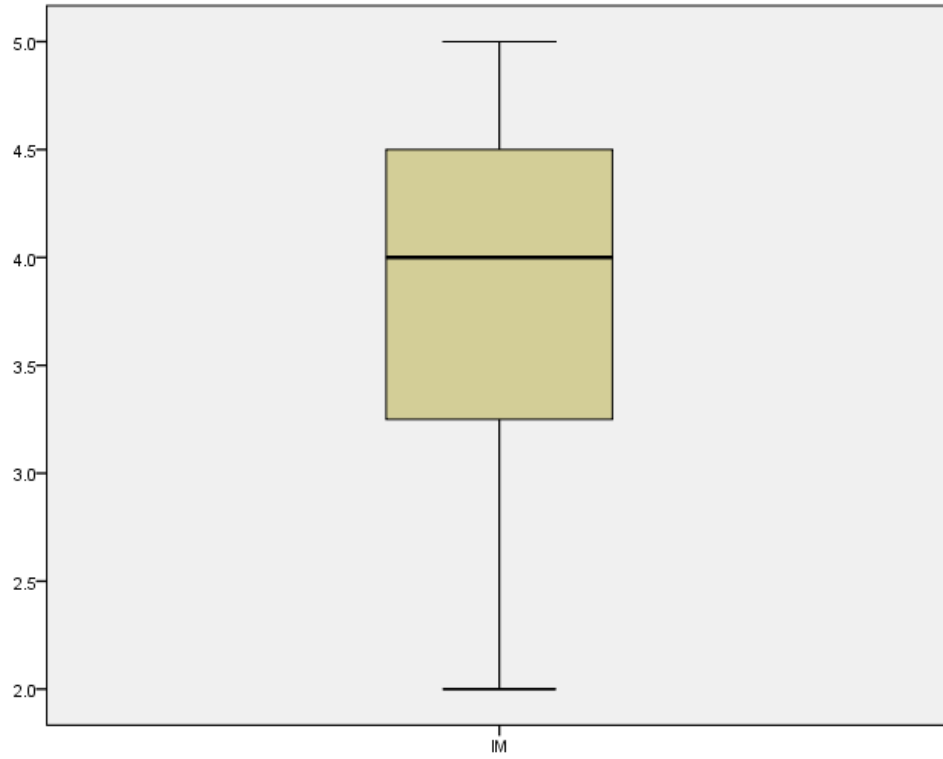


Figure 5D: Inspirational Motivation

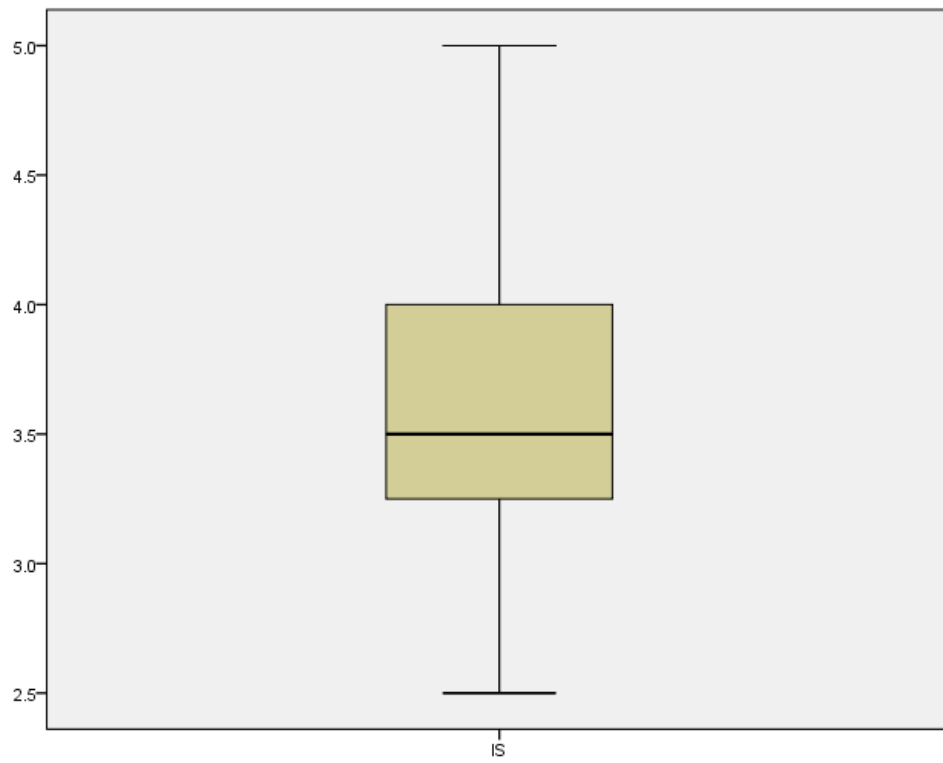


Figure 6D: Intellectual Stimulation

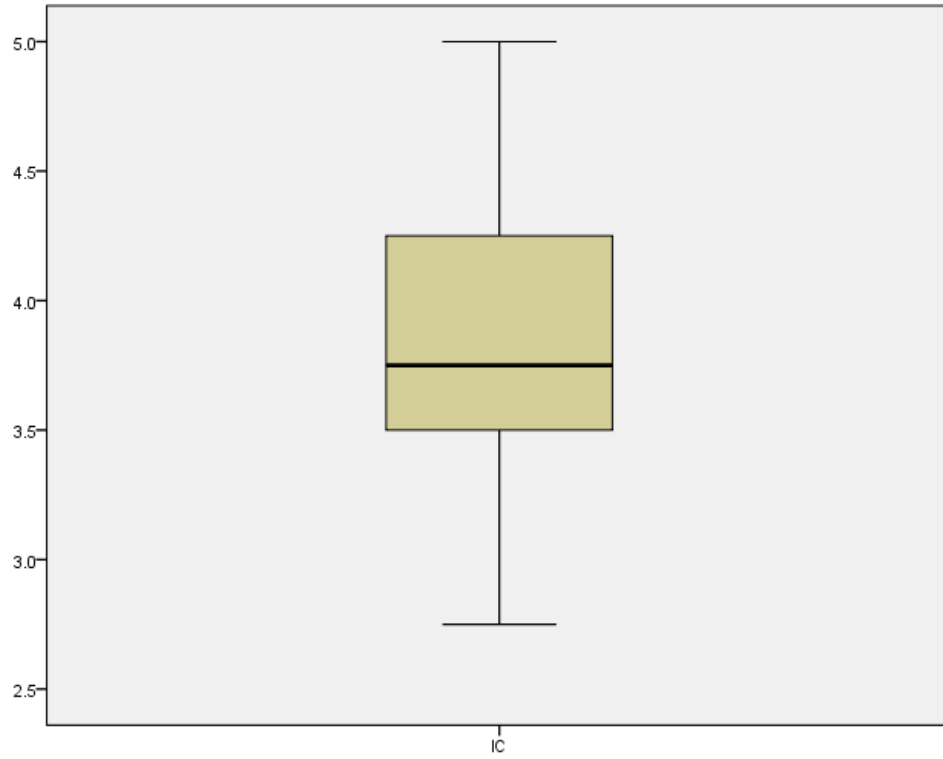


Figure 7D: Individualized Consideration

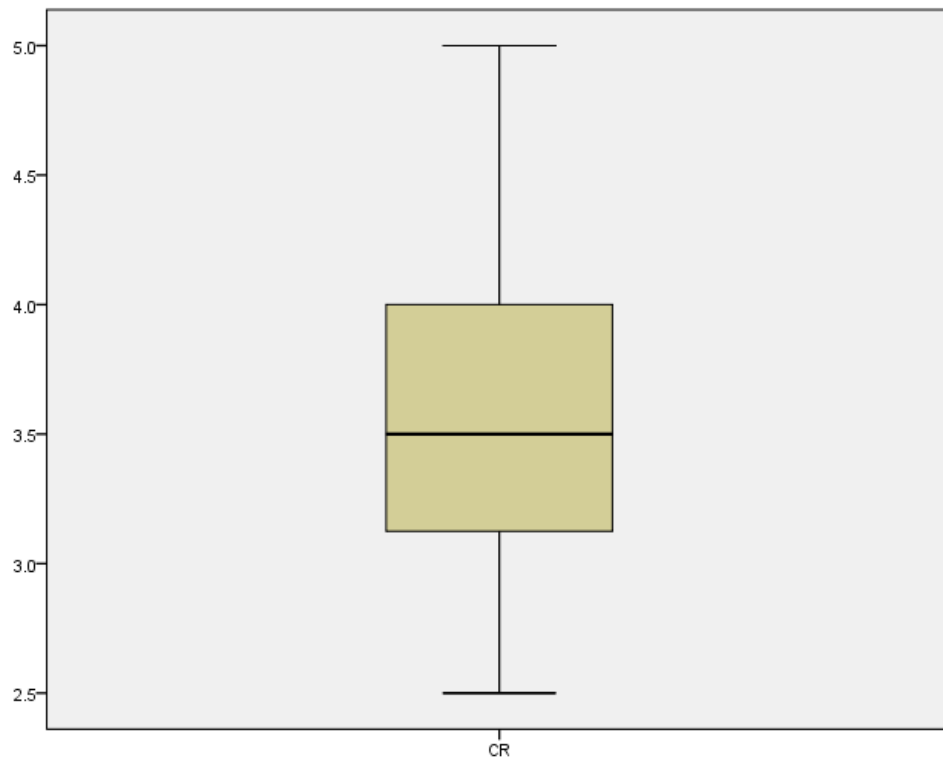


Figure 8D: Contingent Reward

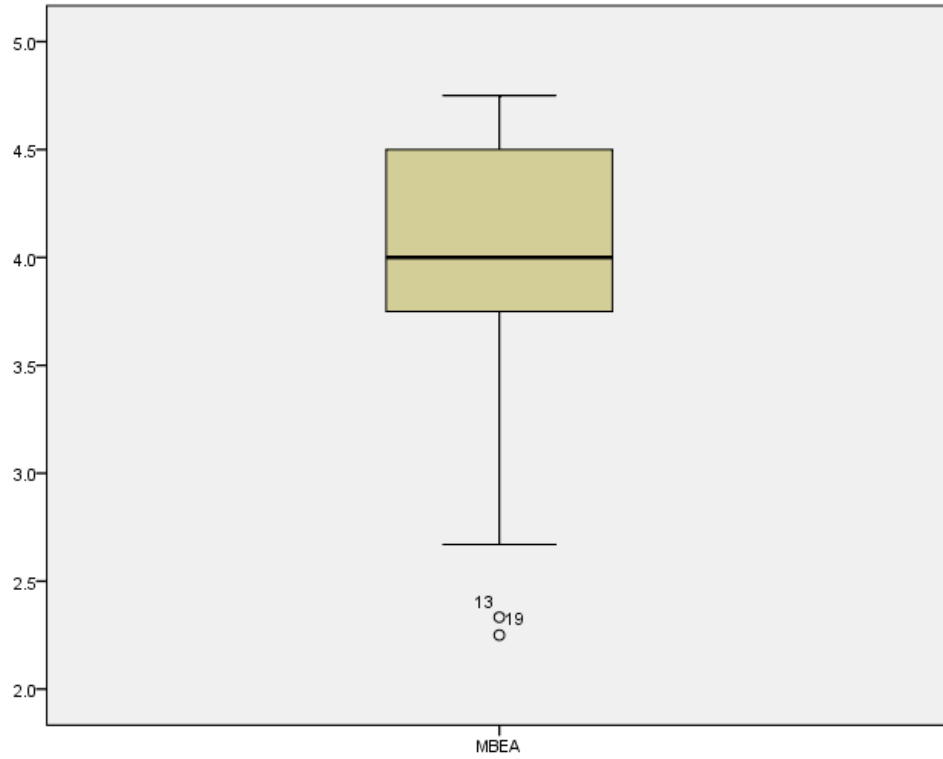


Figure 9D: Management by Exception (Active)

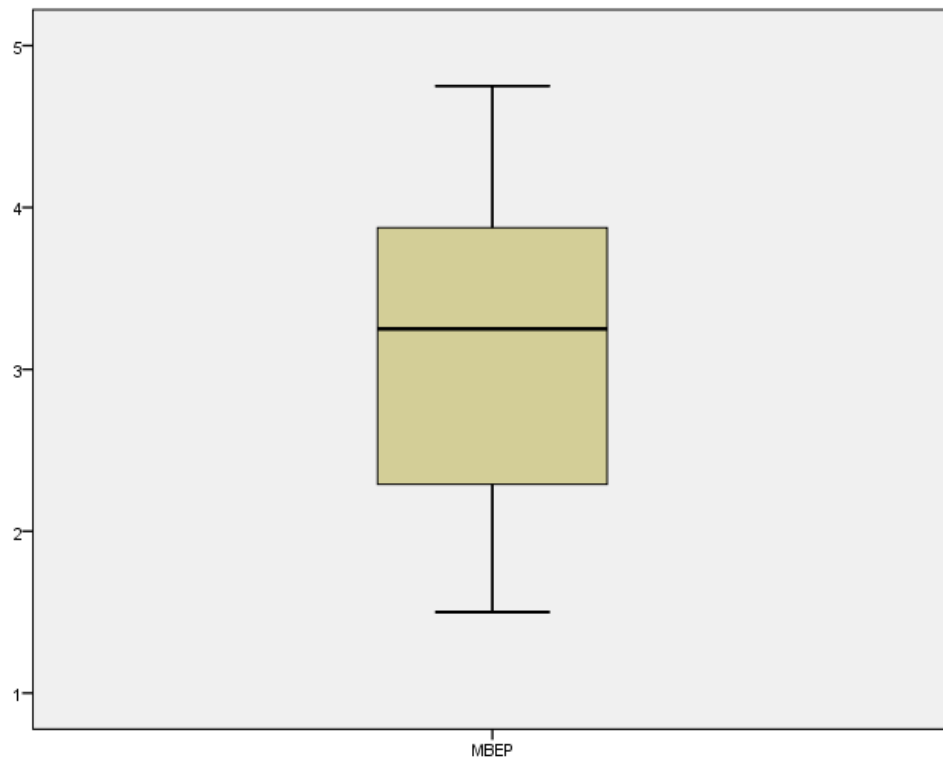


Figure 10D: Management by Exception (Passive)

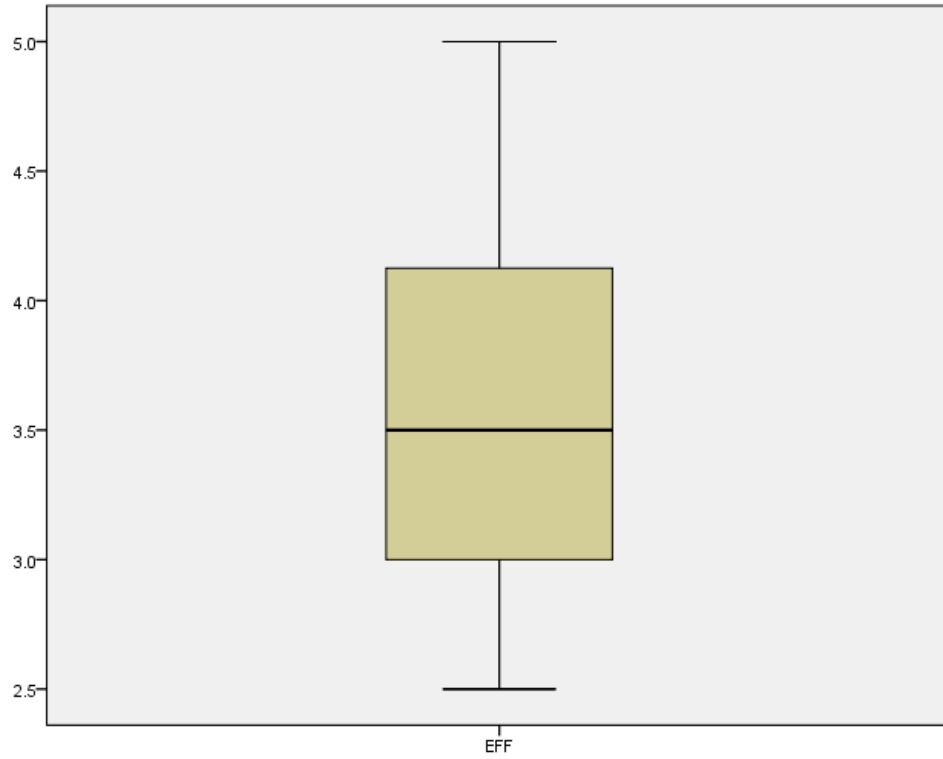


Figure 11D: Effectiveness

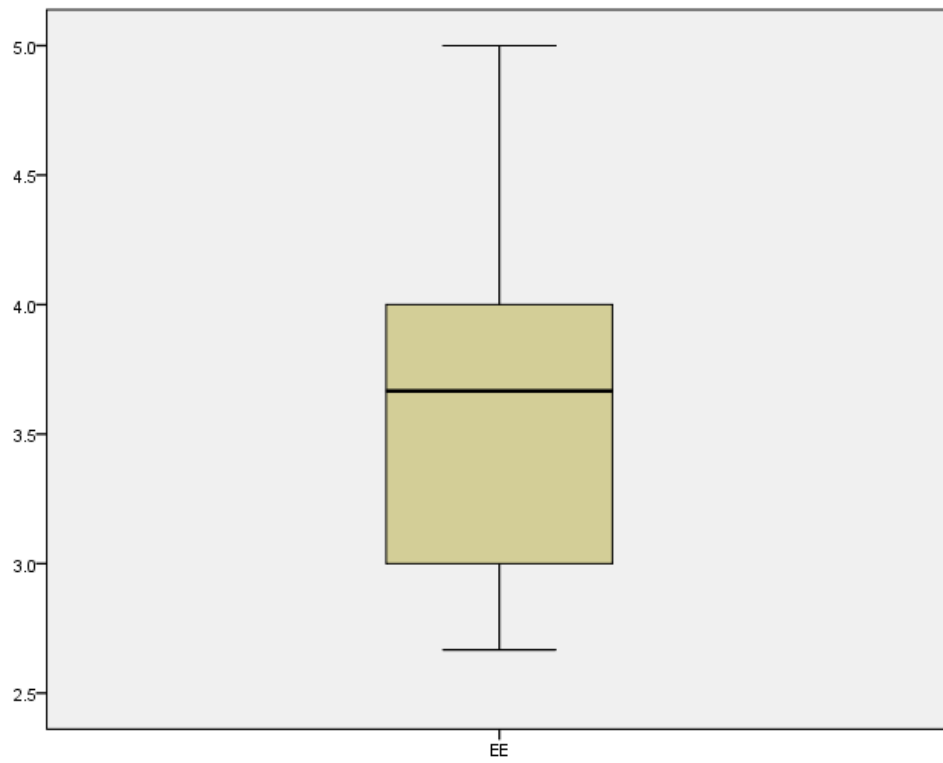


Figure 12D: Extra Effort

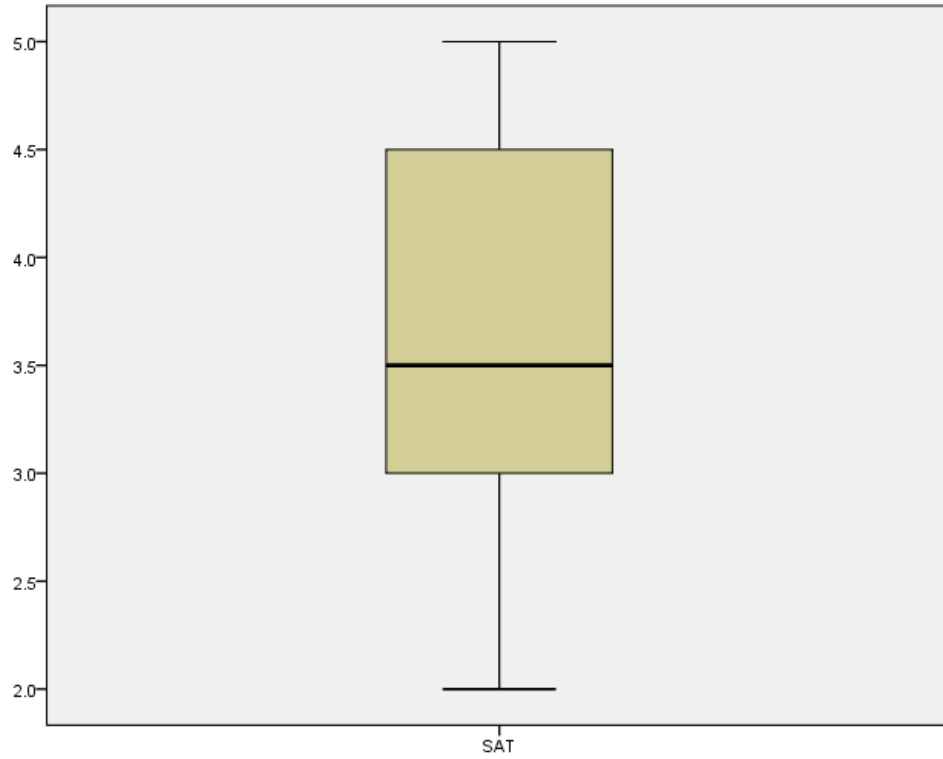


Figure 13D: Satisfaction

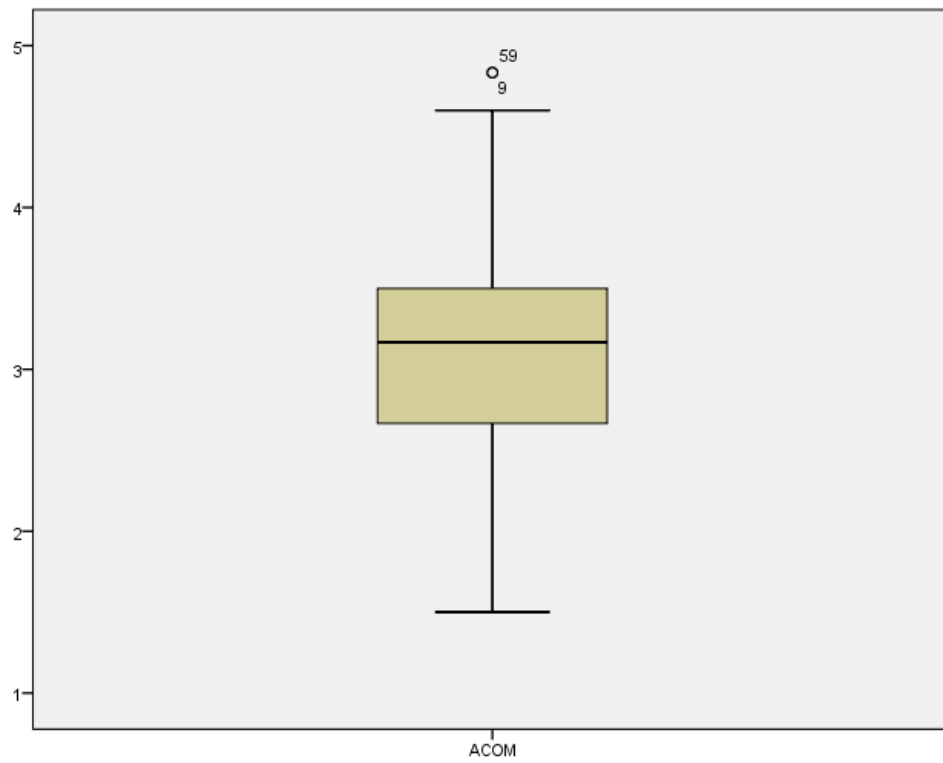


Figure 14D: Affective Commitment

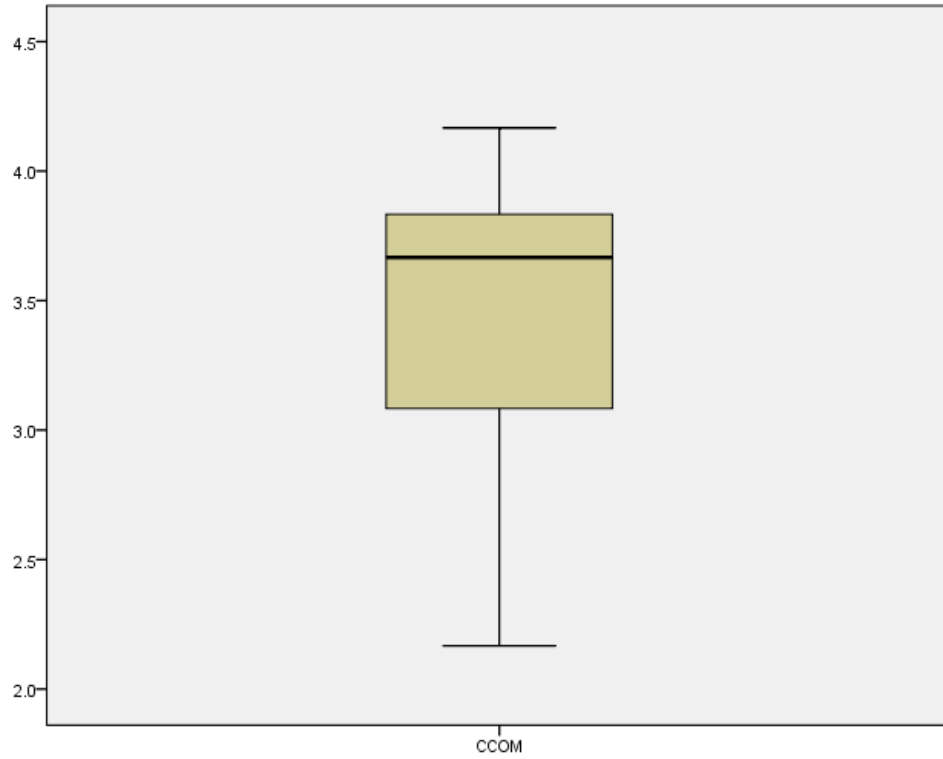


Figure 15D: Continuance Commitment

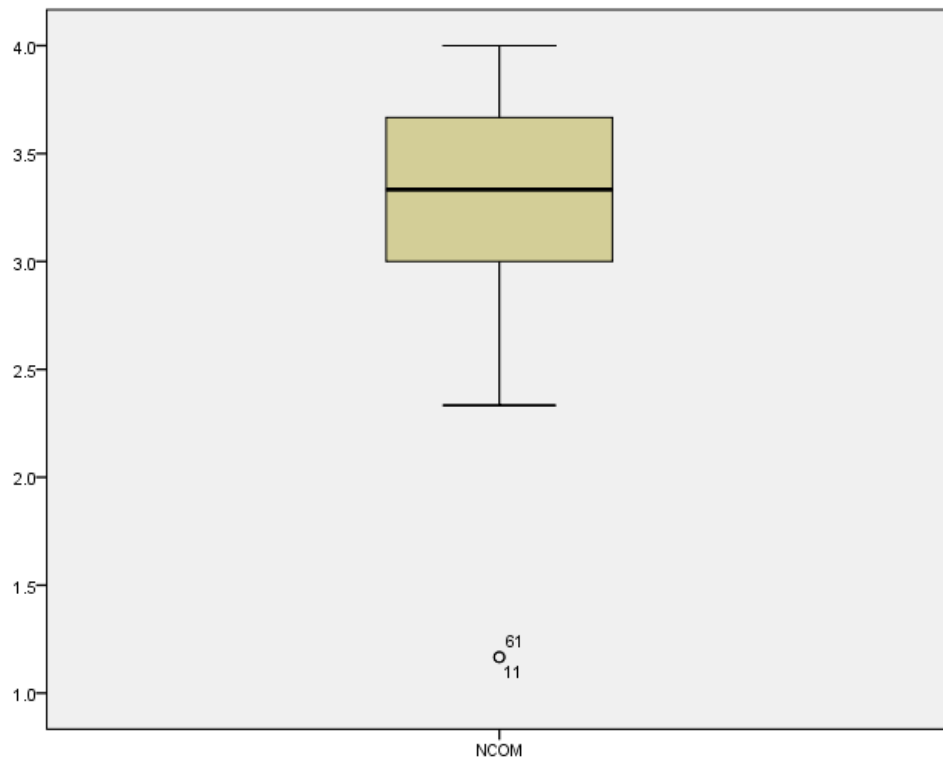


Figure 16D: Normative Commitment

Subordinates

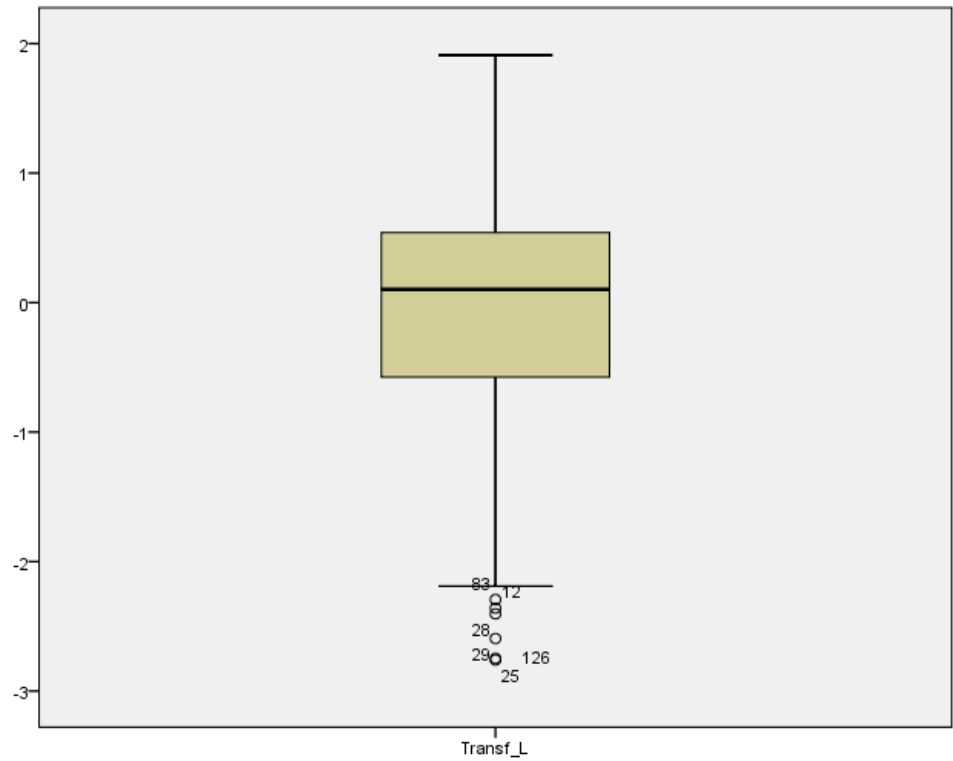


Figure 17D: Transformational Leadership

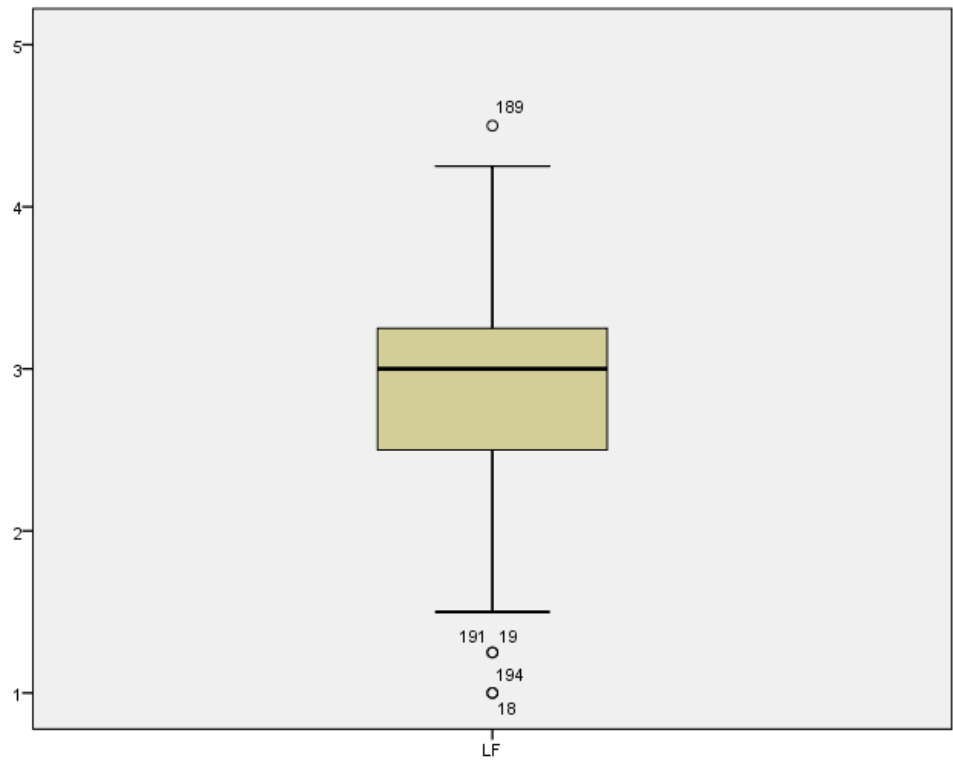


Figure 18D: Laissez-faire Leadership

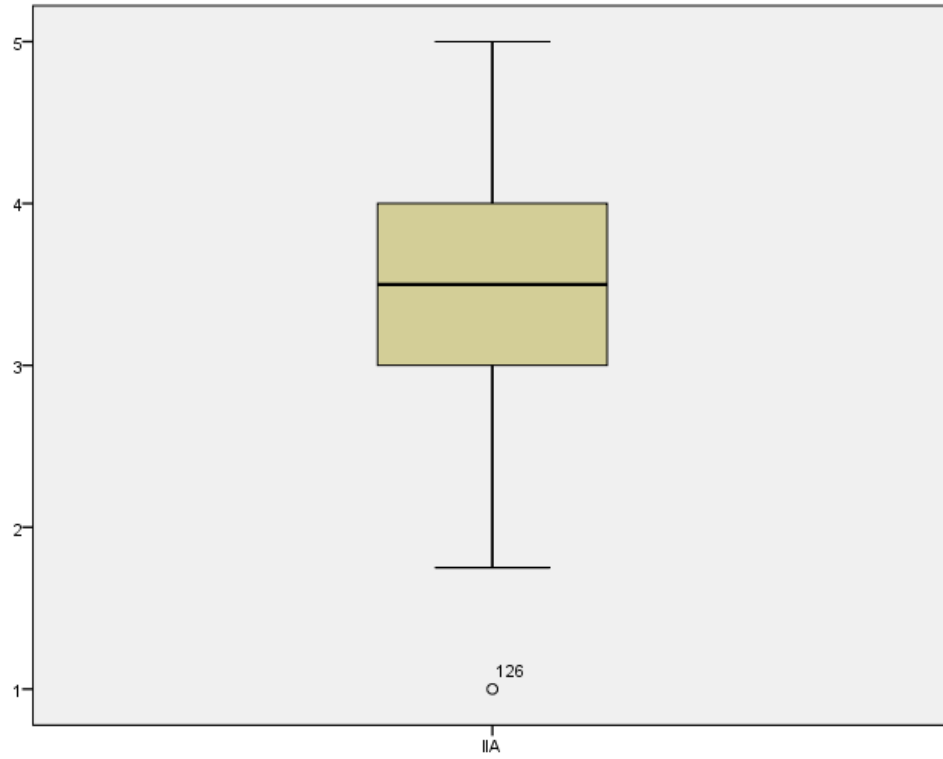


Figure 19D: Idealized Influence (Attributed)

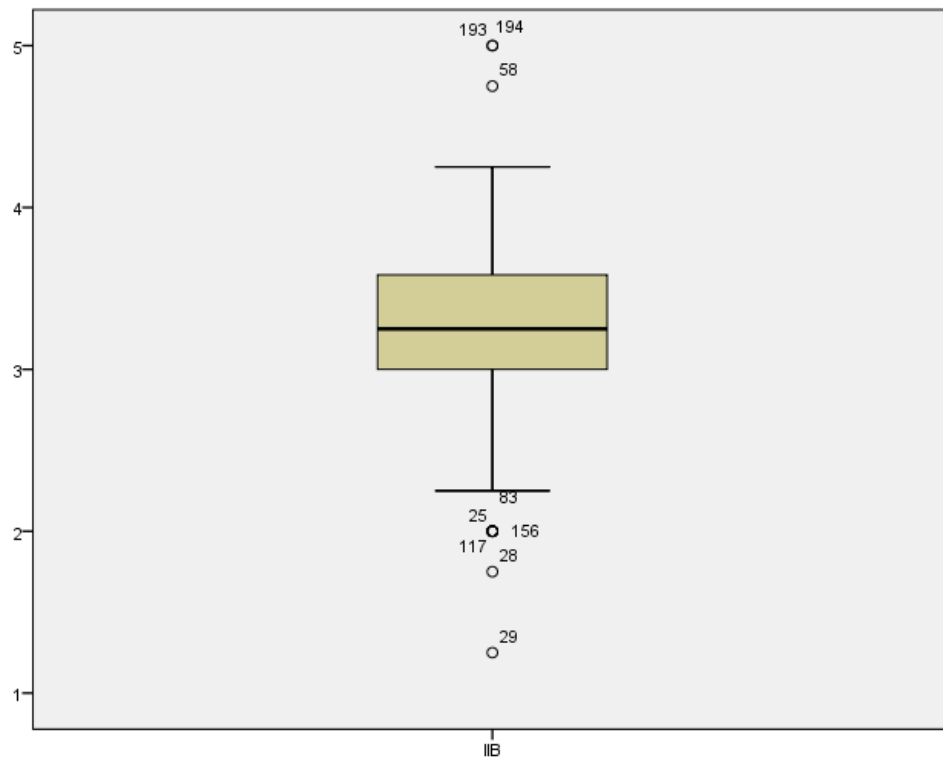


Figure 20D: Idealized Influence (Behavior)

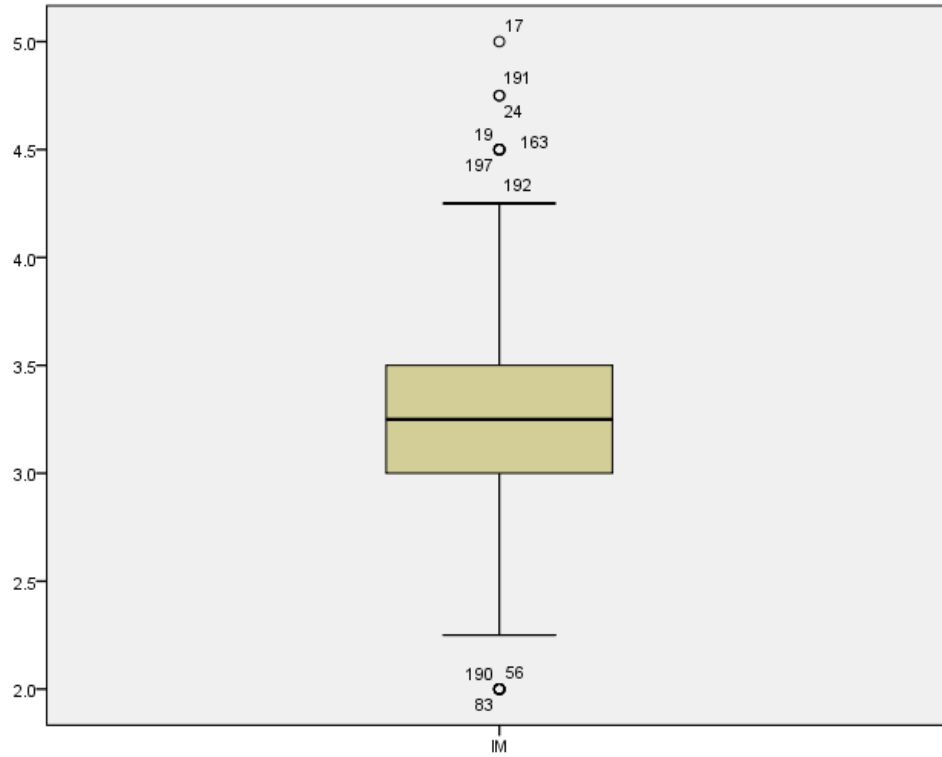


Figure 21D: Inspirational Motivation

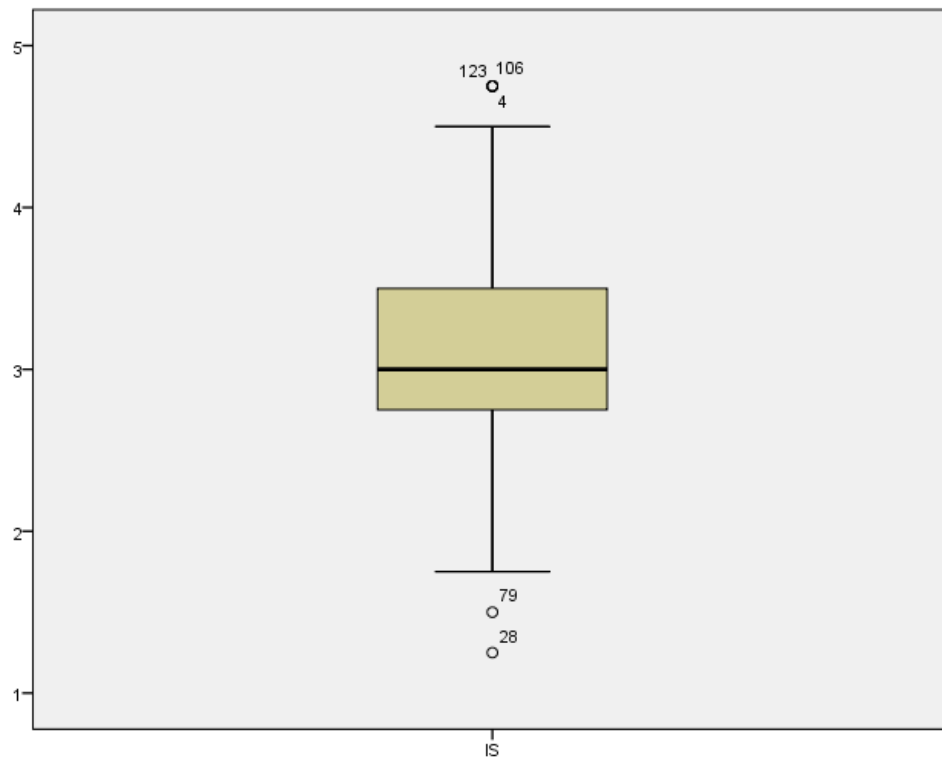


Figure 22D: Intellectual Stimulation

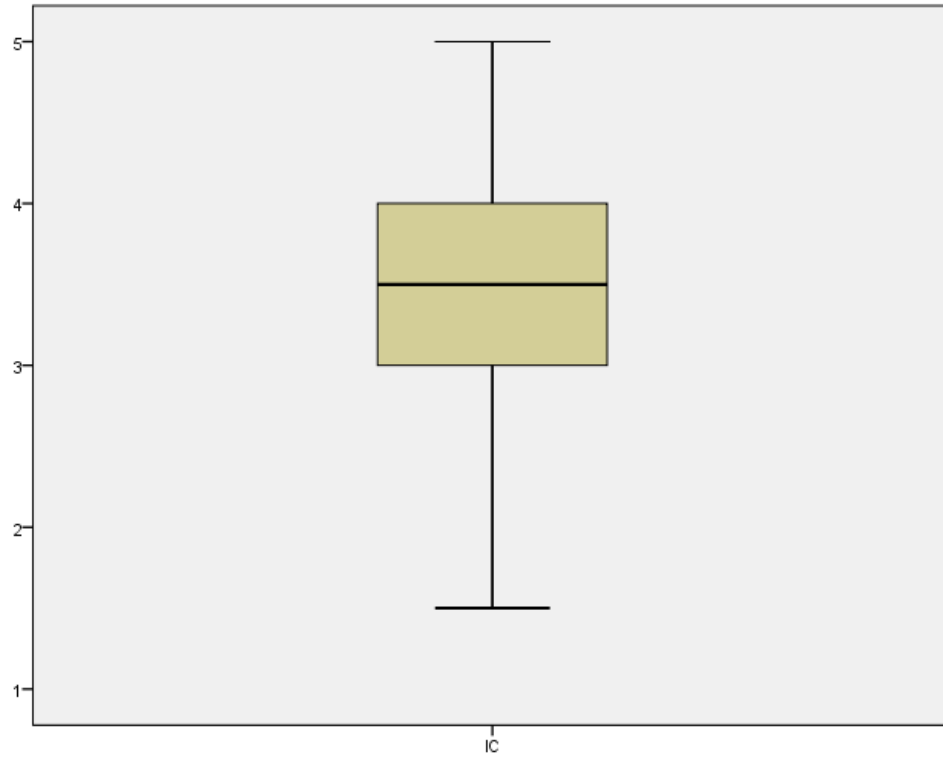


Figure 23D: Individualized Consideration

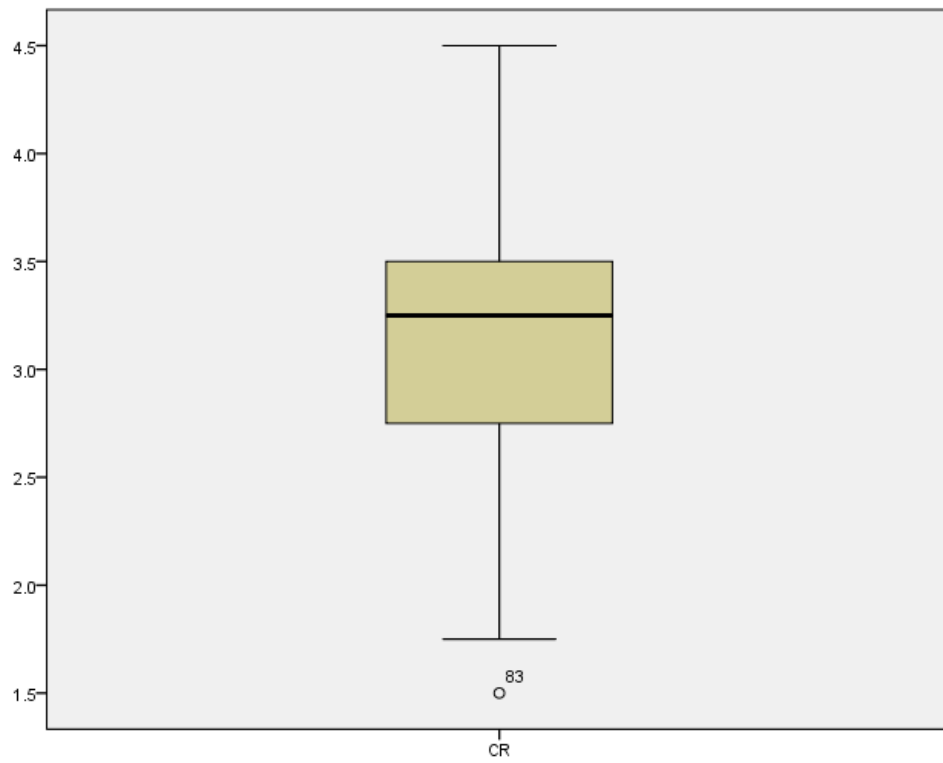


Figure 24D: Contingent Reward

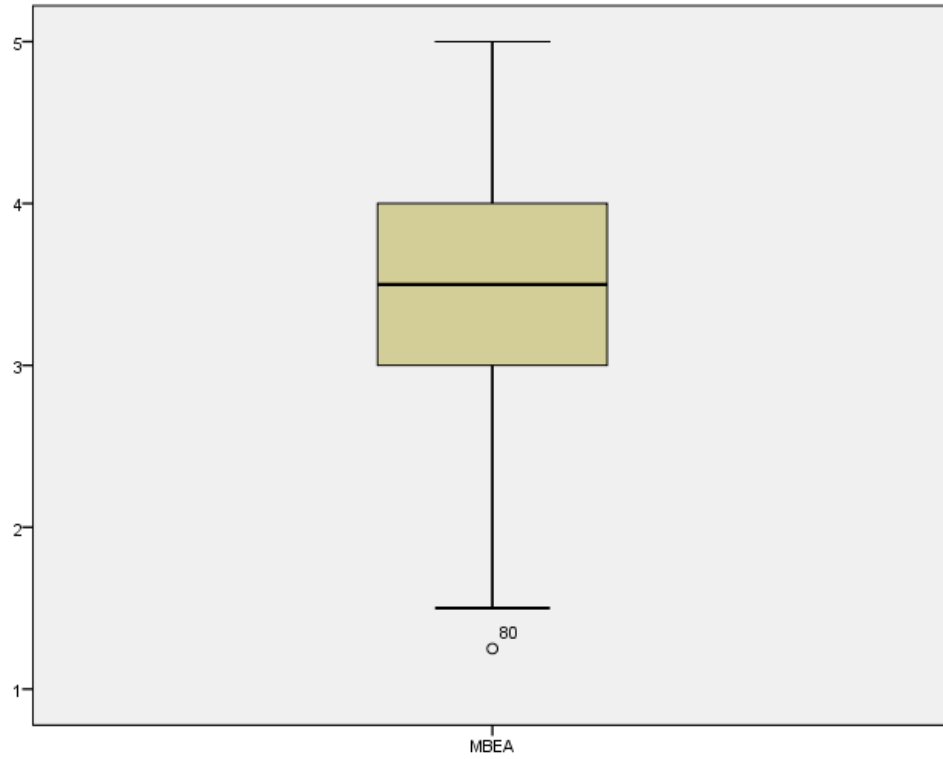


Figure 25D: Management by Exception (Active)

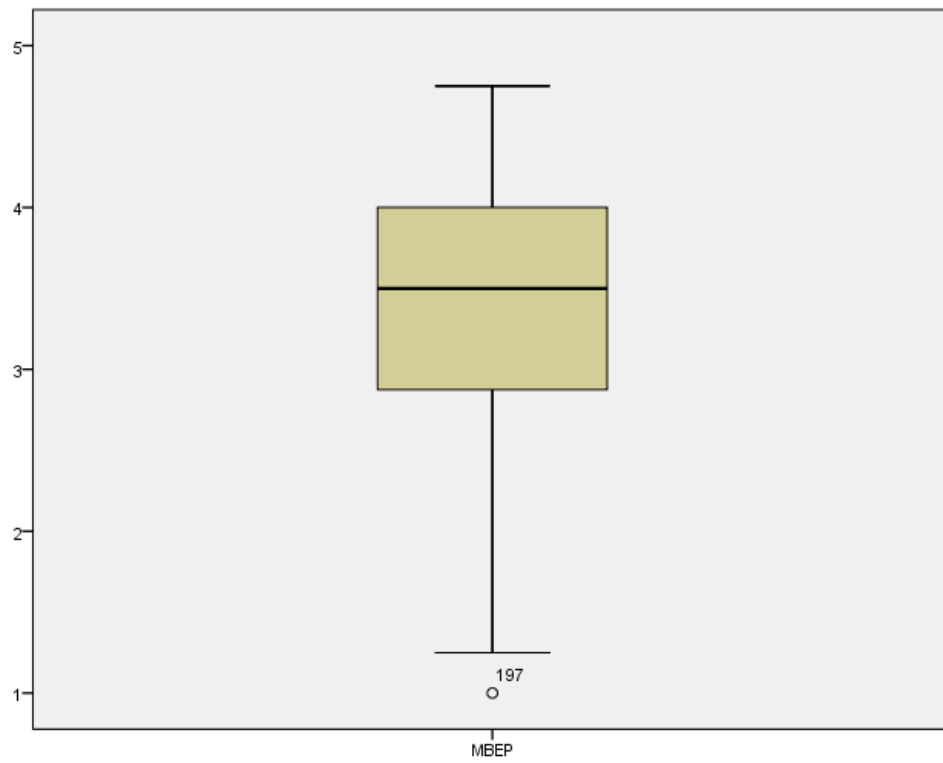


Figure 26D: Management by Exception (Passive)

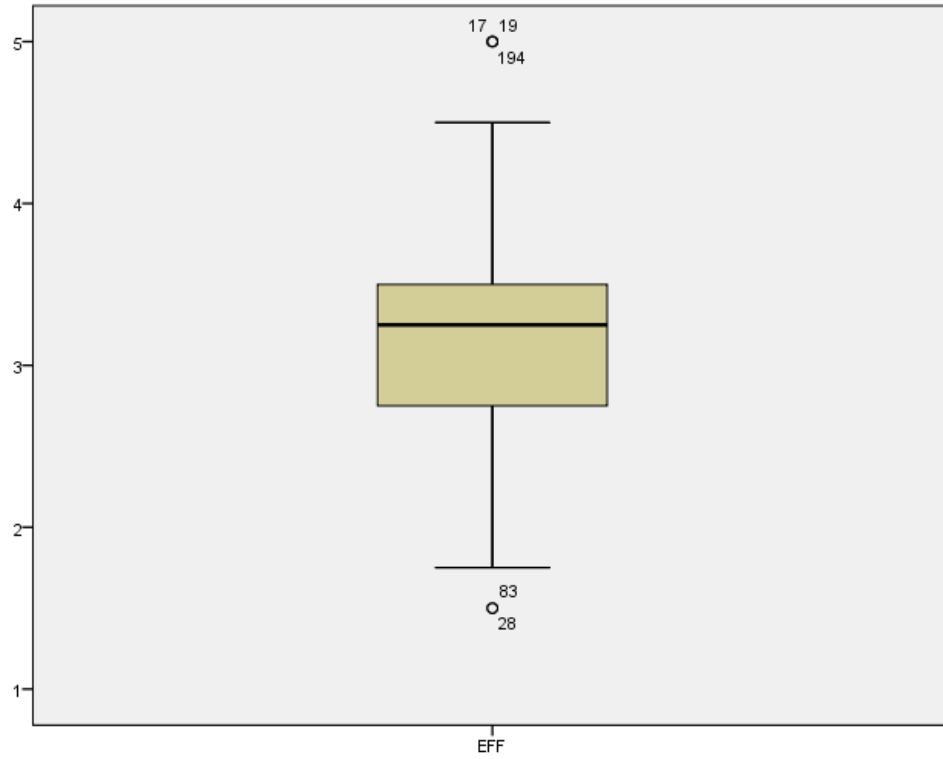


Figure 27D: Effectiveness

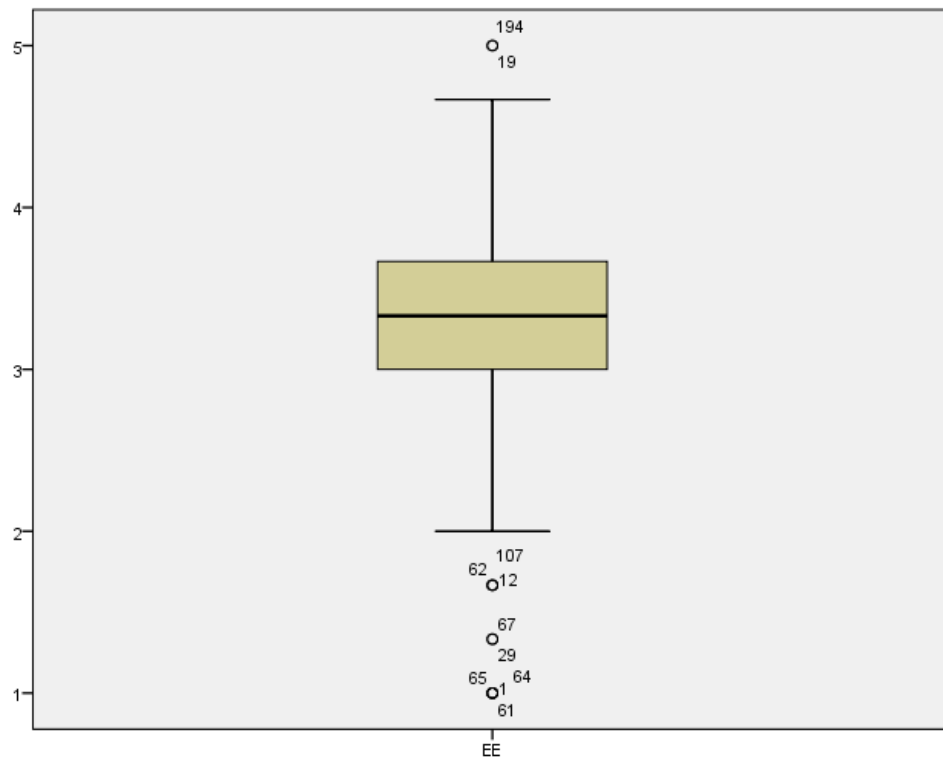


Figure 28D: Extra Effort

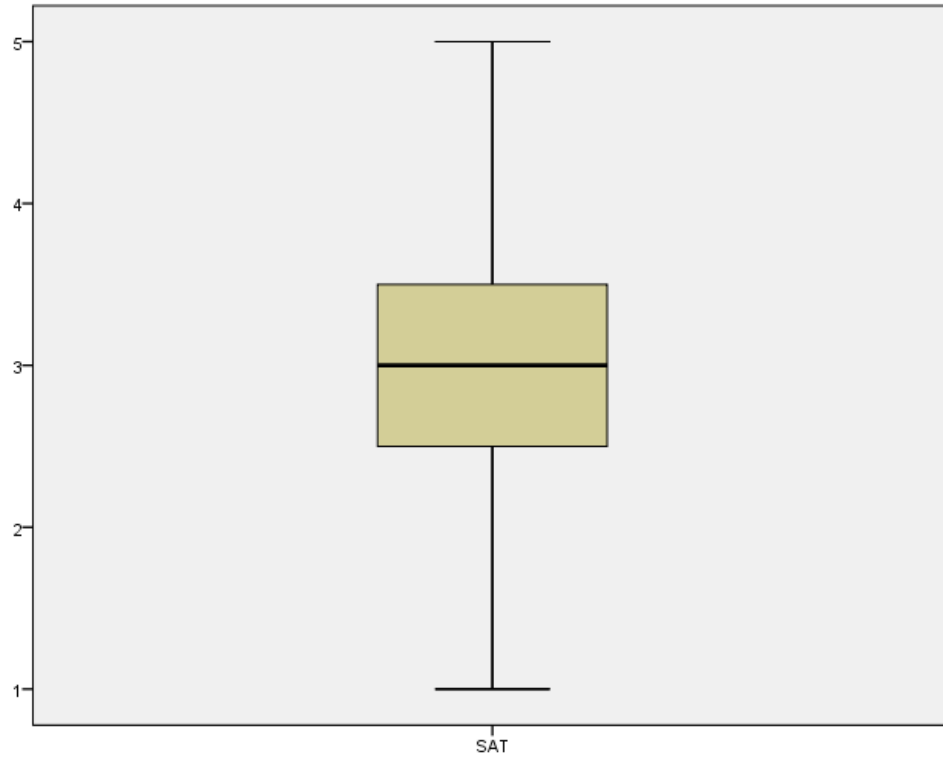


Figure 29D: Satisfaction

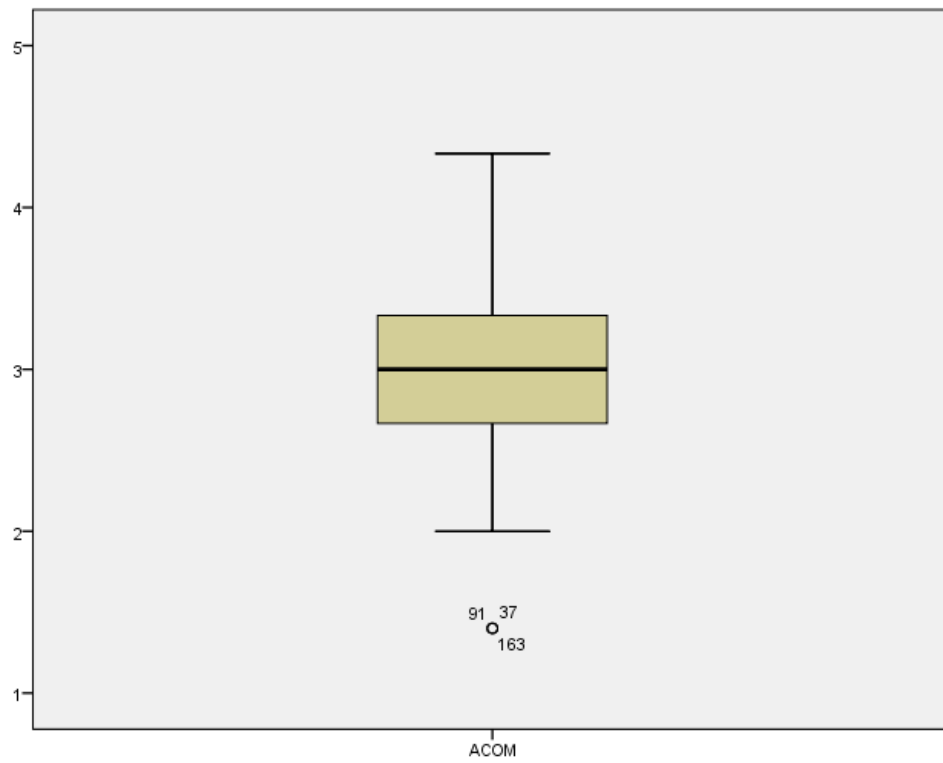


Figure 30D: Affective Commitment

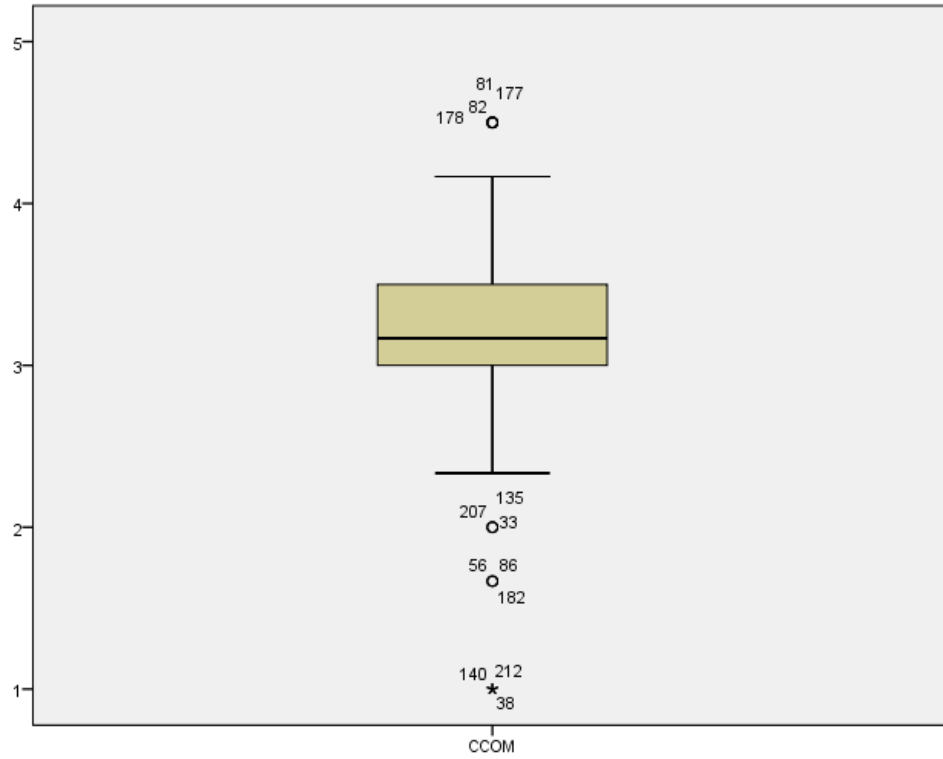


Figure 31D: Continuance Commitment

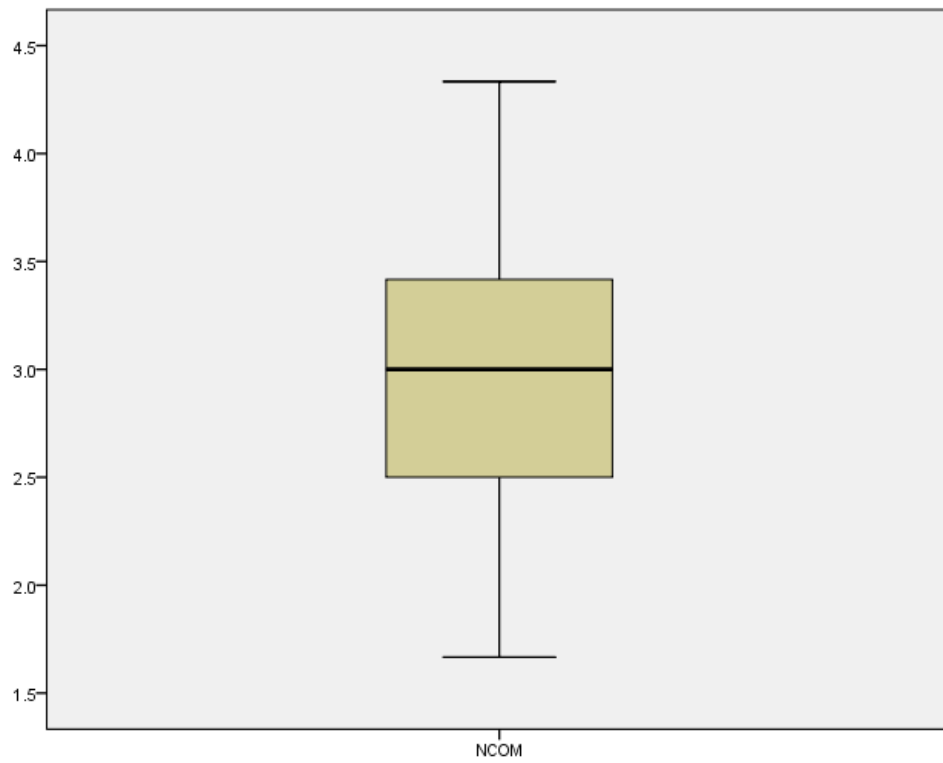


Figure 32D: Normative Commitment

APPENDIX E

DESCRIPTIVE STATISTICS FOR LEADERSHIP STYLES AND PERFORMANCE

Table 1E

Gender Based Descriptive Statistics for Leadership Styles and Performance

	Managers						Subordinates					
	Male			Female			Male			Female		
	<i>n</i>	<i>M</i>	<i>SD</i>	<i>n</i>	<i>M</i>	<i>SD</i>	<i>n</i>	<i>M</i>	<i>SD</i>	<i>n</i>	<i>M</i>	<i>SD</i>
IIA	56	3.76	0.57	6	3.92	0.20	144	3.45	0.66	70	3.59	0.65
IIB	56	3.69	0.53	6	3.25	0.39	144	3.28	0.61	70	3.20	0.51
IM	56	3.88	0.68	6	3.58	0.47	144	3.26	0.59	70	3.30	0.55
IS	56	3.71	0.58	6	3.17	0.30	144	3.20	0.62	70	3.02	0.53
IC	56	3.85	0.50	6	3.88	0.34	144	3.40	0.69	70	3.56	0.64
CR	56	3.67	0.66	6	3.63	0.26	144	3.17	0.54	70	3.24	0.61
MBEA	56	4.02	0.55	6	4.38	0.21	144	3.47	0.67	70	3.80	0.73
MBEP	56	3.04	0.91	6	3.93	0.47	144	3.25	0.77	70	3.55	0.68
LF	56	2.61	1.02	6	3.29	0.29	144	2.85	0.64	70	2.98	0.54
EFF	56	3.70	0.64	6	3.33	0.30	144	3.12	0.62	70	3.38	0.60
EE	56	3.72	0.63	6	3.22	0.27	144	3.16	0.76	70	3.27	0.57
SAT	56	3.61	0.86	6	2.50	0.32	144	2.99	1.01	70	2.81	0.85
ACOM	56	3.15	0.77	6	3.11	0.49	144	2.94	0.44	70	2.99	0.57
CCOM	56	3.42	0.49	6	3.75	0.14	144	3.25	0.53	70	3.16	0.63
NCOM	56	3.22	0.62	6	3.33	0.67	144	2.98	0.63	70	3.12	0.63

Table 2E

Age Based Descriptive Statistics for Leadership Styles and Performance

	Managers						Subordinates					
	35 years or less			36 years or above			35 years or less			36 years or above		
	<i>n</i>	<i>M</i>	<i>SD</i>	<i>n</i>	<i>M</i>	<i>SD</i>	<i>n</i>	<i>M</i>	<i>SD</i>	<i>n</i>	<i>M</i>	<i>SD</i>
IIA	36	3.77	0.62	19	3.80	0.46	199	3.53	0.66	15	3.23	0.58
IIB	36	3.59	0.56	19	3.79	0.52	199	3.30	0.58	15	2.82	0.54
IM	36	3.79	0.70	19	3.96	0.69	199	3.29	0.60	15	3.13	0.43
IS	36	3.55	0.57	19	3.87	0.63	199	3.16	0.61	15	2.98	0.59
IC	36	3.89	0.50	19	3.82	0.48	199	3.46	0.68	15	3.33	0.49
CR	36	3.62	0.57	19	3.86	0.72	199	3.21	0.56	15	3.01	0.51
MBEA	36	4.12	0.56	19	3.95	0.48	199	3.57	0.69	15	3.59	0.87
MBEP	36	3.21	0.97	19	2.98	0.84	199	3.36	0.74	15	3.14	0.87
LF	36	2.75	1.01	19	2.42	0.98	199	2.91	0.63	15	2.79	0.58
EFF	36	3.59	0.58	19	3.89	0.66	199	3.23	0.62	15	2.91	0.64
EE	36	3.56	0.53	19	3.84	0.77	199	3.23	0.68	15	2.80	0.84
SAT	36	3.38	0.98	19	3.74	0.73	199	2.96	0.94	15	2.73	1.07
ACOM	36	3.10	0.80	19	3.28	0.71	199	2.92	0.50	15	2.94	0.43
CCOM	36	3.53	0.42	19	3.45	0.53	199	3.22	0.56	15	3.40	0.49
NCOM	36	3.19	0.73	19	3.31	0.41	199	3.01	0.63	15	2.94	0.64

Table 3E

Education Based Descriptive Statistics for Leadership Styles and Performance

	Managers						Subordinates					
	More than 16 years degree			Less than 16 years degree			More than 16 years degree			Less than 16 years degree		
	<i>n</i>	<i>M</i>	<i>SD</i>	<i>n</i>	<i>M</i>	<i>SD</i>	<i>n</i>	<i>M</i>	<i>SD</i>	<i>n</i>	<i>M</i>	<i>SD</i>
IIA	50	3.82	0.51	8	3.53	0.84	189	3.50	0.65	24	3.55	0.81
IIB	50	3.63	0.57	8	3.63	0.42	189	3.25	0.59	24	3.19	0.53
IM	50	3.87	0.62	8	3.81	0.90	189	3.28	0.58	24	3.22	0.55
IS	50	3.66	0.57	8	3.69	0.58	189	3.13	0.60	24	3.46	0.62
IC	50	3.94	0.48	8	3.47	0.34	189	3.46	0.65	24	3.51	0.83
CR	50	3.68	0.63	8	3.63	0.71	189	3.20	0.55	24	3.06	0.67
MBEA	50	4.10	0.51	8	3.81	0.85	189	3.60	0.72	24	3.51	0.62
MBEP	50	3.19	0.90	8	2.53	1.01	189	3.35	0.74	24	3.27	0.91
LF	50	2.74	1.04	8	2.20	0.87	189	2.91	0.59	24	2.81	0.79
EFF	50	3.66	0.63	8	3.75	0.65	189	3.19	0.63	24	3.36	0.61
EE	50	3.62	0.60	8	3.75	0.85	189	3.18	0.70	24	3.27	0.82
SAT	50	3.45	0.93	8	3.94	0.68	189	2.92	0.95	24	3.21	1.02
ACOM	50	3.17	0.71	8	2.69	0.74	189	2.93	0.48	24	2.80	0.57
CCOM	50	3.50	0.46	8	3.40	0.33	189	3.18	0.56	24	3.49	0.49
NCOM	50	3.23	0.55	8	3.13	0.95	189	3.04	0.62	24	2.98	0.72

Table 4E

Tenure Based Descriptive Statistics for Leadership Styles and Performance

	Managers									Subordinates								
	4 years or less			5-8 years			9 years or above			4 years or less			5-8 years			9 years or above		
	<i>n</i>	<i>M</i>	<i>SD</i>	<i>n</i>	<i>M</i>	<i>SD</i>	<i>n</i>	<i>M</i>	<i>SD</i>	<i>n</i>	<i>M</i>	<i>SD</i>	<i>n</i>	<i>M</i>	<i>SD</i>	<i>n</i>	<i>M</i>	<i>SD</i>
IIA	22	3.86	0.63	20	3.66	0.56	12	3.88	0.46	119	3.54	0.68	63	3.53	0.70	34	3.29	0.51
IIB	22	3.72	0.57	20	3.75	0.59	12	3.54	0.44	119	3.25	0.59	63	3.34	0.55	34	3.23	0.52
IM	22	3.94	0.75	20	3.84	0.65	12	3.90	0.70	119	3.17	0.60	63	3.45	0.57	34	3.38	0.43
IS	22	3.60	0.57	20	3.72	0.60	12	3.83	0.68	119	3.14	0.56	63	3.24	0.53	34	3.27	0.73
IC	22	3.80	0.50	20	3.85	0.53	12	4.06	0.39	119	3.48	0.65	63	3.48	0.73	34	3.45	0.54
CR	22	3.61	0.67	20	3.81	0.58	12	3.79	0.72	119	3.22	0.56	63	3.16	0.56	34	3.21	0.50
MBEA	22	4.16	0.62	20	4.00	0.47	12	3.98	0.49	119	3.58	0.74	63	3.63	0.63	34	3.54	0.61
MBEP	22	3.02	1.04	20	3.05	0.91	12	3.19	0.80	119	3.37	0.78	63	3.43	0.66	34	3.19	0.75
LF	22	2.59	1.06	20	2.56	1.12	12	2.71	0.82	119	2.89	0.58	63	2.96	0.62	34	2.96	0.65
EFF	22	3.75	0.61	20	3.71	0.67	12	3.58	0.62	119	3.17	0.56	63	3.25	0.67	34	3.25	0.65
EE	22	3.79	0.77	20	3.62	0.52	12	3.53	0.54	119	3.14	0.70	63	3.35	0.60	34	3.13	0.81
SAT	22	3.75	0.87	20	3.63	0.97	12	3.08	0.76	119	2.89	0.95	63	3.03	0.94	34	3.10	0.92
ACOM	22	3.05	0.93	20	3.19	0.64	12	3.08	0.55	119	2.90	0.50	63	2.99	0.48	34	2.97	0.50
CCOM	22	3.43	0.50	20	3.43	0.49	12	3.64	0.34	119	3.21	0.62	63	3.13	0.44	34	3.45	0.54
NCOM	22	3.17	0.81	20	3.27	0.50	12	3.29	0.46	119	3.02	0.63	63	2.96	0.59	34	3.17	0.70

APPENDIX F

PARAMETER ESTIMATES AND POST HOC (TUKEY) ANALYSIS

Table 1F

Parameter Estimates and Post Hoc (Tukey) Analysis for Transformational Leadership

Parameter	<i>dM</i>	<i>SE</i>	<i>t</i>	<i>p</i>	<i>95% CI</i>
Without Rank					
GEN (<i>male vs. female</i>)	-0.03	0.13	-0.24	.811	(-0.29, 0.23)
AGE (<i>35 years or less vs. 36 years or above</i>)	0.09	0.18	0.53	.600	(-0.26, 0.45)
EDU (<i>16 years degree or above vs. less than 16 years degree</i>)	0.07	0.18	0.40	.688	(-0.29, 0.43)
TEN					
4 years or less vs. 5-8 years	-0.09	0.13		.766	(-0.4, 0.22)
5-8 years vs. 9 years or above	0.16	0.18		.626	(-0.25, 0.58)
9 years or above vs. 4 years or less	-0.07	0.16		.901	(-0.46, 0.32)
With Rank					
GEN (<i>male vs. female</i>)	-0.04	0.13	-0.27	.787	(-0.3, 0.23)
AGE (<i>35 years or less vs. 36 years or above</i>)	0.11	0.19	0.56	.575	(-0.27, 0.48)
EDU (<i>16 years degree or above vs. less than 16 years degree</i>)	0.07	0.18	0.41	.683	(-0.28, 0.43)
TEN					
4 years or less vs. 5-8 years	-0.09	0.13		.767	(-0.4, 0.22)
5-8 years vs. 9 years or above	0.16	0.18		.627	(-0.25, 0.58)
9 years or above vs. 4 years or less	-0.07	0.17		.901	(-0.46, 0.32)
RANK: (<i>managers vs subordinates</i>)	0.03	0.16	0.20	.838	(-0.27, 0.34)

Table 2F

Parameter Estimates and Post Hoc (Tukey) Analysis for Laissez-Faire Leadership

Parameter	<i>dM</i>	<i>SE</i>	<i>t</i>	<i>p</i>	95% <i>CI</i>
Without Rank					
GEN (<i>male vs. female</i>)	-0.22	0.10	-2.15	.032	(-0.43, -0.02)
AGE (<i>35 years or less vs. 36 years or above</i>)	0.30	0.14	2.10	.037	(0.02, 0.58)
EDU (<i>16 years degree or above vs. less than 16 years degree</i>)	0.19	0.14	1.34	.182	(-0.09, 0.47)
TEN					
4 years or less vs. 5-8 years	-0.01	0.1		.996	(-0.25, 0.24)
5-8 years vs. 9 years or above	-0.06	0.14		.907	(-0.39, 0.27)
9 years or above vs. 4 years or less	0.07	0.13		.864	(-0.24, 0.37)
With Rank					
GEN (<i>male vs. female</i>)	-0.19	0.10	-1.84	.066	(-0.4, 0.01)
AGE (<i>35 years or less vs. 36 years or above</i>)	0.22	0.15	1.49	.137	(-0.07, 0.51)
EDU (<i>16 years degree or above vs. less than 16 years degree</i>)	0.18	0.14	1.27	.205	(-0.1, 0.46)
TEN					
4 years or less vs. 5-8 years	-0.01	0.1		.996	(-0.25, 0.24)
5-8 years vs. 9 years or above	-0.06	0.14		.907	(-0.39, 0.27)
9 years or above vs. 4 years or less	0.07	0.13		.863	(-0.24, 0.37)
RANK: (<i>managers vs subordinates</i>)	-0.20	0.12	-1.68	.094	(-0.44, 0.04)

Table 3F

Parameter Estimates and Post Hoc (Tukey) Analysis for Idealized Influence (Attributed)

Parameter	<i>dM</i>	<i>SE</i>	<i>t</i>	<i>p</i>	95% <i>CI</i>
Without Rank					
GEN (<i>male vs. female</i>)	-0.09	0.09	-0.93	.354	(-0.27, 0.1)
AGE (<i>35 years or less vs. 36 years or above</i>)	-0.03	0.13	-0.22	.829	(-0.28, 0.23)
EDU (<i>16 years degree or above vs. less than 16 years degree</i>)	0.08	0.13	0.62	.534	(-0.18, 0.34)
TEN					
4 years or less vs. 5-8 years	0.08	0.09		.693	(-0.15, 0.3)
5-8 years vs. 9 years or above	0.11	0.13		.640	(-0.19, 0.41)
9 years or above vs. 4 years or less	-0.19	0.12		.237	(-0.47, 0.09)
With Rank					
GEN (<i>male vs. female</i>)	-0.14	0.09	-1.46	.146	(-0.32, 0.05)
AGE (<i>35 years or less vs. 36 years or above</i>)	0.10	0.13	0.74	.457	(-0.16, 0.36)
EDU (<i>16 years degree or above vs. less than 16 years degree</i>)	0.10	0.13	0.76	.446	(-0.16, 0.35)
TEN					
4 years or less vs. 5-8 years	0.08	0.09		.683	(-0.14, 0.3)
5-8 years vs. 9 years or above	0.11	0.12		.629	(-0.18, 0.41)
9 years or above vs. 4 years or less	-0.19	0.12		.225	(-0.47, 0.08)
RANK: (<i>managers vs subordinates</i>)	0.34	0.11	3.12	.002	(0.13, 0.56)

Table 4F

Parameter Estimates and Post Hoc (Tukey) Analysis for Idealized Influence (Behavior)

Parameter	<i>dM</i>	<i>SE</i>	<i>t</i>	<i>P</i>	95% <i>CI</i>
Without Rank					
GEN (<i>male vs. female</i>)	0.16	0.08	1.92	.056	(0, 0.32)
AGE (<i>35 years or less vs. 36 years or above</i>)	0.02	0.11	0.15	.884	(-0.21, 0.24)
EDU (<i>16 years degree or above vs. less than 16 years degree</i>)	0.05	0.11	0.41	.680	(-0.18, 0.27)
TEN					
<i>4 years or less vs. 5-8 years</i>	-0.07	0.08		.687	(-0.26, 0.13)
<i>5-8 years vs. 9 years or above</i>	0.13	0.11		.482	(-0.13, 0.39)
<i>9 years or above vs. 4 years or less</i>	-0.06	0.1		.832	(-0.3, 0.18)
With Rank					
GEN (<i>male vs. female</i>)	0.10	0.08	1.23	.221	(-0.06, 0.26)
AGE (<i>35 years or less vs. 36 years or above</i>)	0.17	0.11	1.47	.142	(-0.06, 0.39)
EDU (<i>16 years degree or above vs. less than 16 years degree</i>)	0.07	0.11	0.61	.542	(-0.15, 0.28)
TEN					
<i>4 years or less vs. 5-8 years</i>	-0.07	0.08		.668	(-0.26, 0.12)
<i>5-8 years vs. 9 years or above</i>	0.13	0.11		.456	(-0.12, 0.38)
<i>9 years or above vs. 4 years or less</i>	-0.06	0.1		.820	(-0.29, 0.18)
RANK: (<i>managers vs subordinates</i>)	0.41	0.09	4.35	<.001	(0.22, 0.59)

Table 5F

Parameter Estimates and Post Hoc (Tukey) Analysis for Inspirational Motivation

Parameter	<i>dM</i>	<i>SE</i>	<i>t</i>	<i>P</i>	95% <i>CI</i>
Without Rank					
GEN (<i>male vs. female</i>)	0.05	0.09	0.52	.603	(-0.13, 0.23)
AGE (<i>35 years or less vs. 36 years or above</i>)	-0.20	0.13	-1.59	.113	(-0.45, 0.05)
EDU (<i>16 years degree or above vs. less than 16 years degree</i>)	0.05	0.13	0.36	.717	(-0.2, 0.3)
TEN					
<i>4 years or less vs. 5-8 years</i>	-0.21	0.09		.066	(-0.42, 0.01)
<i>5-8 years vs. 9 years or above</i>	0.08	0.12		.796	(-0.21, 0.37)
<i>9 years or above vs. 4 years or less</i>	0.13	0.12		.512	(-0.14, 0.4)
With Rank					
GEN (<i>male vs. female</i>)	-0.03	0.09	-0.39	.697	(-0.21, 0.14)
AGE (<i>35 years or less vs. 36 years or above</i>)	0.01	0.12	0.08	.936	(-0.24, 0.26)
EDU (<i>16 years degree or above vs. less than 16 years degree</i>)	0.07	0.12	0.62	.539	(-0.16, 0.31)
TEN					
<i>4 years or less vs. 5-8 years</i>	-0.21	0.09		.047	(-0.41, 0)
<i>5-8 years vs. 9 years or above</i>	0.08	0.12		.774	(-0.2, 0.35)
<i>9 years or above vs. 4 years or less</i>	0.13	0.11		.472	(-0.13, 0.38)
RANK: (<i>managers vs subordinates</i>)	0.56	0.10	5.51	<.001	(0.36, 0.76)

Table 6F

Parameter Estimates and Post Hoc (Tukey) Analysis for Intellectual Stimulation

Parameter	<i>dM</i>	<i>SE</i>	<i>t</i>	<i>p</i>	95% <i>CI</i>
Without Rank					
GEN (<i>male vs. female</i>)	0.23	0.09	2.66	.008	(0.06, 0.4)
AGE (<i>35 years or less vs. 36 years or above</i>)	-0.25	0.12	-2.10	.037	(-0.49, -0.02)
EDU (<i>16 years degree or above vs. less than 16 years degree</i>)	-0.25	0.12	-2.09	.038	(-0.49, -0.01)
TEN					
4 years or less vs. 5-8 years	-0.17	0.09		.116	(-0.38, 0.03)
5-8 years vs. 9 years or above	0	0.12		1.000	(-0.27, 0.28)
9 years or above vs. 4 years or less	0.17	0.11		.261	(-0.09, 0.43)
With Rank					
GEN (<i>male vs. female</i>)	0.17	0.09	1.98	.049	(0, 0.34)
AGE (<i>35 years or less vs. 36 years or above</i>)	-0.09	0.12	-0.74	.460	(-0.33, 0.15)
EDU (<i>16 years degree or above vs. less than 16 years degree</i>)	-0.23	0.12	-1.98	.049	(-0.46, 0)
TEN					
4 years or less vs. 5-8 years	-0.17	0.08		.098	(-0.37, 0.02)
5-8 years vs. 9 years or above	0	0.11		1.000	(-0.26, 0.27)
9 years or above vs. 4 years or less	0.17	0.11		.236	(-0.08, 0.42)
RANK: (<i>managers vs subordinates</i>)	0.43	0.10	4.37	<.001	(0.24, 0.63)

Table 7F

Parameter Estimates and Post Hoc (Tukey) Analysis for Individualized Consideration

Parameter	<i>dM</i>	<i>SE</i>	<i>t</i>	<i>p</i>	95% <i>CI</i>
Without Rank					
GEN (<i>male vs. female</i>)	-0.04	0.10	-0.42	.673	(-0.23, 0.15)
AGE (<i>35 years or less vs. 36 years or above</i>)	-0.06	0.13	-0.44	.659	(-0.32, 0.2)
EDU (<i>16 years degree or above vs. less than 16 years degree</i>)	0.08	0.13	0.58	.562	(-0.18, 0.34)
TEN					
<i>4 years or less vs. 5-8 years</i>	-0.02	0.1		.976	(-0.25, 0.21)
<i>5-8 years vs. 9 years or above</i>	-0.05	0.13		.912	(-0.36, 0.25)
<i>9 years or above vs. 4 years or less</i>	0.07	0.12		.817	(-0.21, 0.36)
With Rank					
GEN (<i>male vs. female</i>)	-0.11	0.09	-1.14	.254	(-0.29, 0.08)
AGE (<i>35 years or less vs. 36 years or above</i>)	0.11	0.13	0.85	.394	(-0.15, 0.38)
EDU (<i>16 years degree or above vs. less than 16 years degree</i>)	0.10	0.13	0.78	.438	(-0.15, 0.35)
TEN					
<i>4 years or less vs. 5-8 years</i>	-0.02	0.09		.975	(-0.24, 0.2)
<i>5-8 years vs. 9 years or above</i>	-0.05	0.12		.906	(-0.35, 0.24)
<i>9 years or above vs. 4 years or less</i>	0.07	0.12		.805	(-0.2, 0.35)
RANK: (<i>managers vs subordinates</i>)	0.46	0.11	4.21	<.001	(0.24, 0.67)

Table 8F

Parameter Estimates and Post Hoc (Tukey) Analysis for Contingent Reward

Parameter	<i>dM</i>	<i>SE</i>	<i>t</i>	<i>p</i>	95% <i>CI</i>
Without Rank					
GEN (<i>male vs. female</i>)	0.01	0.09	0.06	.949	(-0.17, 0.18)
AGE (<i>35 years or less vs. 36 years or above</i>)	-0.21	0.12	-1.75	.082	(-0.45, 0.03)
EDU (<i>16 years degree or above vs. less than 16 years degree</i>)	0.11	0.12	0.88	.381	(-0.13, 0.35)
TEN					
4 years or less vs. 5-8 years	-0.03	0.09		.955	(-0.24, 0.18)
5-8 years vs. 9 years or above	0.01	0.12		.999	(-0.28, 0.29)
9 years or above vs. 4 years or less	0.02	0.11		.983	(-0.24, 0.28)
With Rank					
GEN (<i>male vs. female</i>)	-0.07	0.09	-0.81	.417	(-0.24, 0.1)
AGE (<i>35 years or less vs. 36 years or above</i>)	-0.02	0.12	-0.16	.869	(-0.26, 0.22)
EDU (<i>16 years degree or above vs. less than 16 years degree</i>)	0.13	0.12	1.14	.255	(-0.1, 0.36)
TEN					
4 years or less vs. 5-8 years	-0.03	0.08		.950	(-0.23, 0.17)
5-8 years vs. 9 years or above	0.01	0.11		.998	(-0.26, 0.27)
9 years or above vs. 4 years or less	0.02	0.11		.981	(-0.23, 0.27)
RANK: (<i>managers vs subordinates</i>)	0.52	0.10	5.19	<.001	(0.32, 0.71)

Table 9F

Parameter Estimates and Post Hoc (Tukey) Analysis for Management by Exception (Active)

Parameter	<i>dM</i>	<i>SE</i>	<i>t</i>	<i>p</i>	95% <i>CI</i>
Without Rank					
GEN (<i>male vs. female</i>)	-0.26	0.10	-2.62	.009	(-0.46, -0.06)
AGE (<i>35 years or less vs. 36 years or above</i>)	-0.25	0.14	-1.80	.073	(-0.52, 0.02)
EDU (<i>16 years degree or above vs. less than 16 years degree</i>)	0.07	0.14	0.50	.616	(-0.2, 0.34)
TEN					
<i>4 years or less vs. 5-8 years</i>	-0.03	0.1		.944	(-0.27, 0.2)
<i>5-8 years vs. 9 years or above</i>	0.08	0.14		.831	(-0.24, 0.4)
<i>9 years or above vs. 4 years or less</i>	-0.05	0.13		.929	(-0.34, 0.25)
With Rank					
GEN (<i>male vs. female</i>)	-0.34	0.10	-3.51	.001	(-0.53, -0.15)
AGE (<i>35 years or less vs. 36 years or above</i>)	-0.04	0.14	-0.32	.746	(-0.32, 0.23)
EDU (<i>16 years degree or above vs. less than 16 years degree</i>)	0.10	0.13	0.72	.469	(-0.17, 0.36)
TEN					
<i>4 years or less vs. 5-8 years</i>	-0.03	0.1		.939	(-0.26, 0.19)
<i>5-8 years vs. 9 years or above</i>	0.08	0.13		.817	(-0.23, 0.38)
<i>9 years or above vs. 4 years or less</i>	-0.05	0.12		.923	(-0.33, 0.24)
RANK: (<i>managers vs subordinates</i>)	0.54	0.11	4.80	<.001	(0.32, 0.77)

Table 10 F

Parameter Estimates and Post Hoc (Tukey) Analysis for Management by Exception (Passive)

Parameter	<i>dM</i>	<i>SE</i>	<i>t</i>	<i>p</i>	95% <i>CI</i>
Without Rank					
GEN (<i>male vs. female</i>)	-0.39	0.11	-3.43	.001	(-0.62, -0.17)
AGE (<i>35 years or less vs. 36 years or above</i>)	0.21	0.16	1.33	.186	(-0.1, 0.52)
EDU (<i>16 years degree or above vs. less than 16 years degree</i>)	0.18	0.16	1.12	.265	(-0.14, 0.49)
TEN					
4 years or less vs. 5-8 years	-0.02	0.12		.975	(-0.3, 0.25)
5-8 years vs. 9 years or above	0.12	0.15		.707	(-0.24, 0.49)
9 years or above vs. 4 years or less	-0.1	0.14		.773	(-0.44, 0.24)
With Rank					
GEN (<i>male vs. female</i>)	-0.37	0.12	-3.19	.002	(-0.6, -0.14)
AGE (<i>35 years or less vs. 36 years or above</i>)	0.15	0.17	0.91	.365	(-0.18, 0.48)
EDU (<i>16 years degree or above vs. less than 16 years degree</i>)	0.17	0.16	1.07	.286	(-0.14, 0.48)
TEN					
4 years or less vs. 5-8 years	-0.02	0.11		.975	(-0.3, 0.25)
5-8 years vs. 9 years or above	0.12	0.15		.706	(-0.24, 0.49)
9 years or above vs. 4 years or less	-0.1	0.14		.772	(-0.44, 0.24)
RANK: (<i>managers vs subordinates</i>)	-0.16	0.14	-1.17	.243	(-0.42, 0.11)